

THE CREDIT WORLD

The Official Organ of the
**RETAIL CREDIT MEN'S
NATIONAL ASSOCIATION**
Incorporated



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Central Authorizing Station
The Abraham & Straus Store
Brooklyn, New York

VOLUME X
NUMBER VII



MARCH
1922

Credit, today, is the foundation of the nation's business. Upon you, the guardians of retail credits, rests the responsibility for national stability and progress.

Do You Know—

Who is in your line of business in
Grand Island, Nebraska?

Who can give you information about
that new customer who has just ar-
rived from Syracuse, New York?

Who to write to for information about
that "skip" who it is reported has
moved to Portland, Oregon?



This and other information is at your finger tips in the new
R. C. M. N. A. Membership Roster, which is just off the press.

In it are names and addresses of ten thousand members of the
Retail Credit Men's Nat'l Association, each "keyed"
to indicate his line of business.

SIZE, 4 x 9 INCHES

Convenient for desk or pocket

The Price is Only One Dollar
You'll save that on your first collection

The Quantity is Limited
Order your copy from National
Office **TODAY**

Just Imagine!

Would You Employ This Man?

A man who can cause most of your debtors, no matter how old their accounts, to remit promptly, direct to you.

In addition he agrees to remain in your employ to prevent other accounts from getting old and uncollectable.

He asks for *no pay until he has demonstrated his ability* and then he asks only for \$22.50 for all the service he *has and is to perform*.

Of course, this is an imaginary man. Yet, in effect, that is what we offer you by the use of the "Automatic Collector," and a membership in the United Creditors of America.

So certain are we of what the "Automatic Collector" and a membership in this association will do for you, that to members of the Retail Credit Men's National Association, of which we are fellow-members, we will send the "Automatic Collector" on approval.

Use it according to the simple instructions. Then, *when you have collected \$120.00* send us only \$22.50, covering full cost of the entire service to you.

Could we make this offer if we did not know what our service will do for you?

Why delay! There is no risk involved for you. Send in the coupon today.

No Extra Fees!

No Additional Expense!

All money remitted direct to you.

Members from
Coast to Coast



A National
Organization

General Offices

5th floor Woodruff Building, Springfield, Mo.

COUPON

United Creditors of America,
Springfield, Mo.

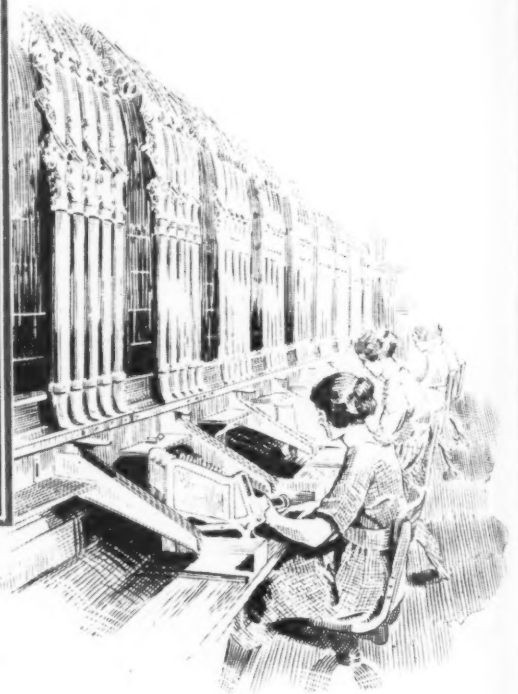
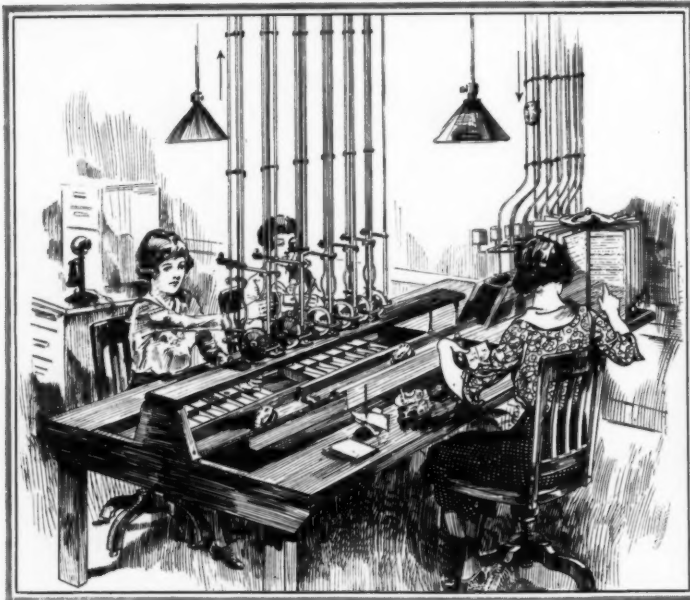
Send the "Automatic Collector" and membership card. We will use it according to instructions. *When we have collected \$120.00* we will promptly remit \$22.50 covering full cost of the Automatic Collector and Membership in your Association.



Firm Name _____

Address _____

Ordered by _____



Cable users can now benefit by automatic desk advantages

CREDIT MEN in stores using cable carriers will want to know about this new automatic cable desk that so speeds up the handling of charges and cuts the cost of authorizing.

Consecutive handling and even distribution of carriers is the secret of the new desk. Cash and charge carriers come to the cashiers and authorizers on a swiftly moving belt, the charge carriers being distinguished by their color. Every operator picks up the carriers in the order in which they arrive in the desk.

All the old time relaying of charge carriers is done away with, the authorizers picking up their carriers as soon as they come into the desk, and handling only the ones containing charge sales.

Under this new plan one authorizer in the central desk can handle many more charge sales than would be possible under the old arrangement and can complete authorization quicker and easier.

It is a simple matter to run a line of cable carrier direct to the charge office so that doubtful charges, new accounts, etc., can be personally O.K.'d by the credit man. Practical experience shows, however, that most of the charges can be safely authorized in the central desk with consequent betterment of service to the customers.

It will pay you to investigate. Upon request we shall be glad to show you how this new desk would work out in your store.

THE LAMSON COMPANY

100 BOYLSTON, BOSTON, MASS.

Offices in principal cities

Lamson IMPROVED Service

Speed Protection
Flexibility Economy



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THE CREDIT WORLD

Official Organ of the

RETAIL CREDIT MEN'S NATIONAL ASSOCIATION

Issued Monthly

DAVID J. WOODLOCK, Editor

Subscription: \$5.00 Per Year

Executive Offices, 312-314 North Sixth Street, St. Louis, Mo.

Entered as Second Class Matter, November 4, 1916, at Postoffice at St. Louis, Mo., Under Act of March 3, 1879



EDITORIAL

WILL YOU?

All life is dependent upon growth; when we cease to grow we start downward on the road to oblivion. Either we go forward or backward—there is no such thing as standing still.

It is only a few short years since there was born a new profession: Retail Credit Granting. The value of this new profession was speedily recognized and this Association was organized to develop this phase of business.

Each year it has shown more strength—more activity—and the Retail Credit Man is now recognized as a business builder by all the large stores of the country.

Our growth in the past has been largely due to the efforts of our own members who were proud of their profession and realized that every added member meant new strength. But consider the fact that out of 555,000 retailers in the United States only 10,000 are members of our Association!

Now what we need is for our present membership to immediately bring home to ten thousand new members the value of our organization. Our fiscal year closes May 31st. Will you get one new member?

THE TOLEDO CONFERENCE

The Second OHIO STATE CONFERENCE was held in Toledo, on February 23, over 100 Credit Men and Women from various parts of the State being present. When the Meeting was called to order by Chairman E. J. Hurcomb, of the M. O'Neil Company, Akron, there was added interest in the Conference because of the presence of National President E. W. Nelson, Vice President D. W. Ahl, Director McMullen and Secretaries J. R. Truesdale of the Service Division and D. J. Woodlock of the National Association.

All members are requested to send Mr. E. J. Wolfe, care The Kinney & Levan Co., Cleveland, Ohio, copies of the various forms used in their Credit and Bookkeeping Departments. One of the features of this year's Convention will be the display of forms.

NATIONAL DIRECTORS HOLD SEMI-ANNUAL MEETING

On Monday, February 20th, President Nelson called the Semi-Annual Meeting of the Board of Directors to order at Hotel Cleveland, Cleveland, O. Those present were President Nelson, Vice-President D. W. Ahl, of Detroit, S. E. Blandford of Boston, J. M. Connolly of New York, H. J. Burris of Kansas City, I. C. Brown of Newark, W. T. Snider of St. Louis, Martin Larson of Sioux Falls, A. D. McMullen of Oklahoma City, W. Slater of Cleveland, L. P. McMahon of Boston, holding Proxy for R. Lienhard of New Orleans, Mr. G. C. Driver of Cleveland, holding Proxy for C. M. Reed of Denver. President Nelson held Proxy for Col. Blackstone, who was unable to be present on account of sickness.

The Board was in continuous session for three days and two nights. All arrangements were made for the Convention on June 12-13-14-15, and an intensive Membership Campaign was outlined and arrangements made to finance the Organization so as to permit us to do more constructive work and render greater service. On the third day of the Meeting, the Directors of the Service Division, who were meeting in another room, were invited to attend the session with a view to perfecting the amalgamation with the National Association of Mercantile Agencies and the following Committee was appointed to bring to our Convention suggestions for increasing the efficiency of our Service Division: D. W. Ahl, of Detroit, Chairman, L. P. McMahon of Boston, J. M. Connolly of New York, A. J. Kruse of St. Louis, Wm. S. Rauch of Newark, J. R. Truesdale of Youngstown, J.W. Mehling of Baltimore.

Mr. Stephen H. Talkes, of Washington, D. C., Chairman of the Legislative Committee, attended the Meeting and reported in person for his Committee regarding legislative matters.

Get the people from whom you buy office supplies to advertise in the Credit World.

SERVICE DIVISION MEETING

During the same period our National Board of Directors was in session at Cleveland, The Service Division met to discuss matters pertaining to their affairs. President W. S. Radway of Boston, called the meeting to order on February 20th. Others present were, Secretary J. R. Truesdale, of Youngstown, J. W. Mehling of Baltimore, S. Rosenfeld of St. Louis, W. S. Rauch of Newark, W. P. Thompson of New York, F. A. Caten of Pittsburgh, Max Meyer of Lincoln, J. C. Barnes of St. Paul, A. J. Kruse of St. Louis, J. M. Connolly of New York.

The matters of Direct Inquiry, Charge for Service, Improvement of Service and Equipment were discussed and recommendations made to the National Board.

CREDIT DEPARTMENT METHODS COMMITTEE MEETS

On February 17 and 18, the Credit Department Methods Committee met at Hotel Cleveland, Cleveland, Ohio, to compile their report for presentation to our Annual Convention, June 12-15. Owing to the illness of Chairman Blackstone, President Nelson acted as Chairman. The following were present: David W. Ahl, of J. L. Hudson Co., Detroit; I. C. Brown of L. Bamberger's, Newark; L. P. McMahon of Filene's, Boston; S. E. Blandford of R. H. White Co., Boston; W. T. Snider of Scruggs, Vandervoort & Barney, St. Louis; E. W. Knapp of Mabley & Carew, Cincinnati; E. B. Schick, of Crowley-Milner Co., Detroit; G. C. Driver, of May Co., Cleveland; President E. W. Nelson, of Rudge & Guenzel Co., Lincoln.

The Committee Report which covers every angle of Credit granting methods used in large Retail establishments, will be printed and distributed at the Convention.

COLLECTION INSERTS

Several large stores who send out thousands of statements each month are ordering our National "Safe Guard your Credit" Inserts in large quantities, getting the benefit of quantity price. For the smaller user we now have 100,000 on hand at \$2.00 per thousand. If you can use 10,000 or more, write for special prices.

LOOK 'EM IN THE EYE

Of the four thousand big successful men of America, the majority were born poor and only ten per cent had a college education. Retail Credits is a new profession and some of our members do not appear to realize the wonderful possibilities of their position. I am also sorry that many of our store owners do not realize the value of the Credit Man in their business.

To our members we say: Be proud of your profession, walk erect, throw out your chest and realize that you are somebody. You have the making or breaking of your firm within your power. Attend meetings of your Association and mix with other Credit Grantors; you will soon become an indispensable Business Builder. To the store owner who fails to realize the value of his Credit Manager we say: You are "missing a bet;" you are "passing up" the greatest selling force in your house. Remember it is not the fellow with the smallest percentage of loss or the fellow who turns down the largest number of applicants, who is the Credit Man. It's the man or woman of trained judgment, who while considering the qualifications of the applicant, also remembers that "the house" is in business for only one purpose, SALES at a Profit.

The following letter of commendation from the Director of the Thrift Week Campaign will, we are sure, be very gratifying to our members:

Feb. 14, 1922.

Mr. E. W. Nelson,
Retail Credit Men's National Assn.,
Lincoln, Nebr.
Dear Mr. Nelson.

Thank you for calling my attention to the letter of Mr. Talkes regarding the matter of a slight change in the name of Pay Your Bills Promptly Day. I can assure you this will be given serious consideration for we prize the suggestions of any of your men, also the judgment of Mr. William Mather Lewis, who is a great friend of the movement. The past season we have found it a universal pleasure in dealing with members of your organization. In a number of the cities they have been the leaders and have introduced some novel features. Your man at Pittsburgh was especially enterprising and really stirred up the entire Thrift Week movement in that city. With kind regards,

Yours very truly,

(Signed) Jno. A. Goodell,
Director National Thrift Week.

Keep your credit good, it will be worth much more to you than the cash you have, for a man with \$25.00 and no credit can buy only \$25.00 worth of goods, but the man with good credit and no cash can buy what he wants.



BYRON J. DUNN

"WHO'S WHO IN THE CREDIT WORLD"

Byron J. Dunn, President Retail Credit Men's Association of Lincoln, Nebraska.

Mr. Dunn is a native of Nebraska, having been born in Richardson County, where he lived until about 16 years of age. He completed his education at Cotner University. In 1909 he entered the employ of the National Bank of Commerce of Lincoln, as errand boy and collector, passing through its various departments and becoming its Cashier, January 1st, 1922.

Mr. Dunn has brought to the Retail Credit Men's Association the same energy and ability that have placed him at the early age of 33, in a responsible position in the banking world.

MIGHT LOSE A CUSTOMER, TOO

A merchant who evidently had burned his fingers several times put this sign up in his store, "We'll hold your horse, take care of your baby, crank your Ford, but we positively will not cash your check."

Here is a little insert which Rudge & Guenzel Co., Lincoln, Neb., mail with their statements:

About Credits

It is the purpose of our Credit department to make firmer friends of our patrons and to render a service that will be appreciated by people of responsibility and good standing.

It is intended and expected that accounts will be settled on a monthly basis, that we may be fair to all and avoid the evils sometimes attributed to the credit system. The proper use of credit privileges is sure to be mutually beneficial and enables both the buyer and seller to have a more accurate record of purchases.

Our Credit department is a busy place. A large number of applications and other items are handled daily and errors may occur in spite of our best efforts to prevent them, but we are never too busy to correct them, pleasantly, if you will give us an opportunity.

We will be pleased to meet you personally and explain our credit system; and assure you of our best attention to your every purchase or request

Sincerely,

Rudge & Guenzel Co.

ATTENDING LOCAL MEETINGS

In his travels the Editor finds that many Local Organizations, some with large Memberships and excellent Exchange Bureaus, fail to hold regular meetings. They appear satisfied with the Service rendered by their Bureau and deem it a waste of time to attend meetings. This is a mistake. The Credit Men and Women who get the most out of their Associations are those who get together frequently and exchange ideas, regardless of how perfect the service of their Rating Bureau.

The PROSPERITY TWINS, PROMPT PAYMENT and GOOD CREDITS, are fast driving Old Man Gloom out of the United States. We are receiving very encouraging reports of improvement in business conditions; collections are normal and in some sections above the average. We feel the Retail Credit Men's National Association with its Ten Thousand Members, constantly preaching the gospel of Good Credits, by exchanging thoughts among its members and conducting newspaper campaigns, stressing the necessity of prompt payment of accounts to keep credit good, has been quite a factor in assisting to stabilize conditions. The Retail Credit Men's National Association is to the retail merchants, what the Federal Reserve Banks have been to the financial system of the country.

MERCHANT OWNED BUREAU SERVICE

We receive many complaints regarding slow service by Merchant Owned Bureaus and some of our members have become advocates of the Direct Inquiry because of the failure of Local Bureaus to give prompt and efficient service. Local Bureaus should be as prompt in answering out of town inquiries as they are in local business, because the Credit Man from whom that inquiry originated, is endeavoring to sell his Store to the new account and the best selling argument is Good Service.



THE CREDIT WORLD

March, 1922



Credit Problems in the Piano Business

Extract from Address by R. L. Thompson, Credit Manager Frederick Piano Co.,
Cleveland, O., at a Recent Banquet of the Sales and Office Forces

MY OBJECT in addressing you gentlemen this evening is to ask for your co-operation in an endeavor to establish a closer relationship between the sales department and the credit department.

To my mind the time to either make or break an account is in the first few months after it has been created. It is during this time a customer gains his first impression of a firm's methods of carrying an account. It is during these first few months he realizes whether he will be asked to meet his installments promptly or whether he can simply pay the piano man, if he pays him at all, after everybody else has been paid.

The idea seems to prevail somehow that the best policy to be adopted in carrying an installment account is to "nurse it along," as we term it, for several months until \$50.00, \$75.00, or possibly \$100.00 has been paid, and then begin to press the customer for payment, the impression existing that too much has been paid to let the instrument come back willingly and that we can, we might say, "scare" a customer into paying the current due installment and the arrearage.

Never was a more false impression created. It is the most difficult thing in the world to take up an account that has been permitted to run along in a haphazard manner for several months or a year and expect to ever secure payment of the arrearage. If you have permitted this lax method of paying installments the customer is quick to take advantage of you, and the hardest time is experienced in securing even the original installment each month, to say nothing of the arrearage. I may safely say that since I have been employed in this capacity two and possibly three accounts—I don't remember exactly—have been handled successfully that way. I use the word "successfully," but a better word would be "fortunately." These were exceptionally good accounts, in the names of reliable people—rare exceptions and not the rule.

My appeal to you this evening, gentlemen, is for your assistance and co-operation in getting an account started right and making the proper impression on the purchaser re-

garding his obligation at the time of purchase. That is the one time when your work will really count most. We cannot and do not expect a salesman to act as collector on his own accounts, but we do anticipate your willingness and desire to assist when possible and you can help wonderfully when the sale is made and smooth the path for the credit department later on, which of course reflects intelligent work on your part.

We might compare the sales and credit departments of a business to the battery on a ball team. After the game you will always hear of the man who pitched; you seldom hear of the man who does the receiving. This may seem a crude comparison at first glance, but it's true. The idea I am getting at is this: Between the man who does the receiving and the man who does the delivering there is always a code of signals by which they judge the batter. The same situation arises between the sales department and the credit department. Take the customer—he is the batter, the salesman, the pitcher and the credit man the receiver. The only difference is the order of signals is reversed. On a ball team the man who delivers depends in a large measure on the signals of the man who receives. On a piano sale the man behind the bat, the credit man, to a point within sound business reason, depends on the man who delivers the goods for the signals to show him how to successfully handle the batter—the customer.

To get at the bottom of this idea or suggestion let us take the customer right from his original existence as a prospect. The salesman calls once, twice, maybe a dozen or twenty times. And here, right at your first call, should begin your work to assist the credit department, begin giving your signals. You don't call on a prospect and talk of nothing but makes, styles, prices, soundboards, strings, etc. You don't talk "shop" all the time. There are always the current topics of the day and a hundred other things brought up—personalities, little family occurrences, etc., and once in a while you may even find someone willing to talk about the weather.

Each call at the prospects home or office should add a valuable item of information to assist you in filling out the credit statement. In a diplomatic way get the prospects to talking about themselves, their home, their station in life, their daily household and business life, the work of the man of the house, his salary; are they renting or do they own their own home; did they buy their furniture on time; where did they buy it; all this information in a roundabout, inoffensive, indirect way, and remember it and save it for your credit statement.

Study the credit statement carefully; have the questions firmly fixed in your mind. There's no question on the sheet that should be embarrassing to a customer, except probably when it is a woman, "How old are you?" You can generally arrive at an intelligent opinion and when unable to do so and you suspect the purchaser to be under legitimate age, find out. Don't be afraid to ask the credit questions when the time for closing or rather signing comes, but get your mortgage signed first. A customer will be much less liable to object after they have signed a mortgage than before. Of all the customers brought back to me personally to be signed up I can truthfully say that only one went out without affixing his name to the contract. And that customer couldn't sign up because he was under age.

Now, then, while the credit statement primarily, and I might say theoretically, is to determine whether the customer is a safe risk before the instrument is sent out, its real, vital purpose comes in as later reference to guide the credit man in handling the account. For instance, you sell John Smith a player-piano. He pays along promptly five, six, eight months, maybe a year. Then payments cease altogether. We refer now to Smith's credit statement. It shows he is employed by the National Packing Company as department manager at a salary of \$125 a month. He has been with them nine years. It shows he purchased his furniture on installments of a reliable firm. We call them up. "Yes, Mr. Smith bought here; good pay. If for any reason he is obliged to drop

back a month or even a few months, you can depend upon him to give you a square deal when his tide of reverses is over." There we are, gentlemen. Smith is still a good risk, morally and financially.

But on the other hand, suppose Smith has been employed there only nine months instead of nine years. He had only been renting from his landlord a few months. We call up the furniture house. We find he is a man you have to keep after continually. That is the account we have to watch and even if we do grant him an extension it is well to have our collector call occasionally to be sure he has not moved away with our instrument.

That is where, don't you see, all the little details of credit information you gleaned when you were making calls on him as a prospect count for much in enabling the credit department to properly handle the account. In short, they are the signals from the salesman that tell the credit man whether he can count on a clean strike out in the way of prompt payment of installments due or whether he will have to make some long throws to second in the form of keeping after a customer and looking up his credit when an emergency arises instead of having it all before him before the instrument leaves the store.

Another thing. Don't get scared and think you are going to lose a sale simply because you ask a man a few credit questions. Remember while you have to deal with a customer only a few short weeks or months, when you turn him over to me, I've got to deal with him and handle his disposition for anywhere from one to three or four years. And let me tell you a customer will jump on the credit man quicker for asking for money than he will on a salesman for simply asking the amount of salary.

A story I recently heard may illustrate this better: Coming home on a crowded street car a large woman was liberally berating all things created that went under the title of man simply because she had to stand up. Finally it got so bad that the other passengers began to take exceptions—all but one meek, mild-looking little fellow who stood calmly by and never said a word. Finally the man next to him said, "How in H— can you stand there so quietly and listen to all that?" "Oh," said the little man, "I've stood that for sixteen years; she's my wife." That's the position of the credit man. He's simply got to stand for it and it depends on what you have done in your selling talk before the customer has bought as to just how much to does have to stand.

When they ask you about extension of time you're not going to tell them they have got to meet their installments promptly on the date due or we will get the instrument. No house expects that. But, be wary of promises of extension and above all things impress upon their mind that when they do

desire extensions they should take the matter up with the credit department. Don't make any definite promises at the time the sale is made that will reflect later on the credit department or the house. Particularly does this apply to any promises regarding bench, scarf, moving, tuning, commissions, etc. Every good salesman understands that a customer is entitled to certain reasonable service, but it should stop when it gets beyond the bounds of reason. Whatever is promised, put it on the sale slip somewhere.

OUR PROBLEMS

By Geo. Kramer, Jr.

The granting of credit these days has become a real problem and a real man's job. The nature of his duties makes him an important factor in the institution, and his actions often determine its success or failure.

During the coming year, the margin of profit in almost every business will be constantly narrowing. The buying public has been educated to expect an unreasonable and unlimited credit service, and when competition is being keenly felt, to avoid a disproportionate loss on bad accounts will require every grantor of credits being 100% on the "job."

It will not be a case of how much we can put on our books in accounts receivable, but what volume of business we can transact with a minimum loss.

There are three distinct phases of retail crediting that concern us. First, to keep our losses at a minimum; second, to avoid the habitual slow pay and undesirable account; third, to best conserve the interests of our firm.

Courage to my mind, is one of the chief requisites to a good credit man. He should be firm and stand by his convictions, and not hesitate to refuse credit to an individual after proper investigation develops that the risk is too hazardous. Despite what pressure is brought to bear, he should be obstinate and consent to extending credit only after responsibility for such an account is assumed by an official or member of his firm.

He should be a good "collector," and if not personally called upon to handle the correspondence pertaining to delinquent accounts, he should supervise and systematize the collection department. He should work under a definite and fixed collection policy, and should endeavor to determine at what stage an overdue account becomes a liability. He should always be willing to meet the customer more than half way, but being overly lenient or indulgent is apt to result to the disadvantage of his firm, and materially reflects itself in his profit and loss figures.

Some credit men will not grant credit until certain hard and fixed rules have been lived up to. The real credit manager is to a large extent a "gambler," not permitting himself to get in a rut and become a victim to rules.

There are those who will not grant credit unless they have personally interviewed the applicant, stating that one's manner of dress and personality are indicative of his ability to pay his accounts. Again, there are those who are the reverse, and do not care to see the applicant for fear of being influenced by a pleasing smile as against facts. We find still another class who refuse credit because the applicant has made his or her initial application with him. The credit man adhering to this policy should, for his own sake, and for the good of the profession, seek other employment.

Is not the granting of credit determined by the following three factors?

First: Character.

Second: Earning power.

Third: Manner in which other obligations have been cared for.

Permit me to rate them in this manner:

Character.....	90 %
Earning power	7½ %
Bill-paying habit.....	2½ %

A good credit man does not necessarily have to be a good talker. He should, however, have a pleasing manner, able to keep a cool head and smile under the most adverse conditions. A well trained and accurate memory is his biggest asset.

He should be free from detail and routine work in order that he may have time to give to the bigger problems of credit. It is my judgment that his greatest responsibility is to see that his accounts are kept alive and active. Further, he should be prepared to show special consideration to every applicant if necessary.

To illustrate: A customer recently made selection of a high-priced coat in a local store, giving as reference a certain credit man who knew the applicant well, and would not have hesitated to recommend her for the amount of the purchase involved and as an excellent charge customer. Instead of 'phoning direct to the credit manager given as reference on the day of the purchase, which would have permitted delivery of the coat on the following day, he received three days later an inquiry by mail, which, while immediately answered, was received by the firm making inquiry on the fourth day after date of application. It is needless to say that this resulted in cancellation of both the order and the application.

A credit man alive, and alert, should learn to help himself and not to leave it to his credit bureau to pass upon his applications.

Finally, the conditions of the times make it imperative that the credit grantors of our city co-operate to the fullest extent possible. There should be a degree of fraternalism existing that will permit of Clint calling up Von, Ed calling up Joe, or Helene 'phoning Frances. Co-operation is the cornerstone of good crediting.—From *Credit Echoes*.

What Credit Men Can Do to Make the Importance of Credits Better Understood and Valued

Extract from address of Max Rothschild, President The Rosenbaum Co., to the Retail Credit Men's Association of Pittsburg

CREDIT is only another name for Confidence, yet I hesitate to call you Confidence Men, but with your kind permission I'll say Mr. Chairman and Gentlemen in the great game of Confidence.

While in our social condition today oppression in its most rigid understanding has disappeared ignorance, unconscious ignorance, in a great many cases, still walks across the land in these days of enlightenment and need for better understanding. Ignorance breeds dishonesty, makes dishonesty attractive and considers it a short cut to attain riches. Only by the spread of right principles, education, and continuous propaganda can such wrong thoughts be guided into the right atmosphere of good ethics.

Although Macauley said that the only cure for excesses of liberty is more liberty, such a theory surely does not fit into the principles of credits. You certainly do not advocate greater credits to those who are unfit to receive any credit.

You, gentlemen, might well employ your talents by instituting and indulging in continuous propaganda to educate business men in the ethics of right thinking, right living, fair dealing, conservatism, honesty to themselves and the public—in even the smallest transaction in every day business life.

Education, sympathetic education, and still more education must be extended to improve the mental viewpoint of mine and thine, to be applied even to those who long ago have left elementary schools and are now studying in the great school of active life.

It is because of faulty education and home influence, flippant ideas and misconception of their duties towards those who trust them, lack of vision and idealism that so many failures occur. Persistent hard work along correct lines must be inculcated, because "easy street" never leads anywhere, and the man who waits for things to turn up, finds his toes do it first.

There are two classes of offenders: those who really do not understand the principles and benefits of credits, those who through lack of education entertain distorted ideas of the sanctity of obligation, and those who *thoroughly* do understand the great help credit affords but who abuse it because in their counting houses, two and two do not always make four, and who with a deliberate intention to defraud often succeed.



MAX ROTHSCHILD

The first of these may never need and never should enjoy the benefit of credit; if he ever does, he *must* be made to value it—the second should be made to suffer from his unclean methods.

But yet these conditions should not discourage us, for as Viscount Bryce has said "without faith nothing is accomplished and Hope is the main spring of faith. Throughout the course of history every winter of despondency has been followed by a joyous 'Springtime of Hope'."

Your task Gentlemen of this Credit Association is not so overwhelmingly difficult as you may think. Greater hardships to overcome such conditions have been faced by the great men during the American Revolution. For we read in the life of Alexander Hamilton, that "two years after the battle of Bunker Hill—trade and all industries were paralyzed—the credits of the States were at the lowest ebb—there were universal discontents—unforeseen difficulties which were never anticipated—there was general demoralization—the people were poor—the agricultural population was decimated—there was no commerce—there was universal hardship and distress." How amazingly accurate this describes conditions of today, but Hamilton, so says his biographer, "was the only man in the United States who could settle the difficulty about the public debt. In finance he

had an original and creative genius. He touched the dead corpse of the public credit and it sprang to its feet."

We may have no Hamilton today—but gentlemen, your combined wisdom will evolve a system which will reward men of honesty and integrity, punish those who by dishonest, subtle and underground means desire to enrich themselves, and which should fasten ignominy on them though they may possess millions dishonestly acquired.

You then should help, and assist by the extension of credit the struggling but honest tradesman, and your help should be extended to those who desire to advance and to become independent by honest endeavors. It may be a hard task, but it is a noble one, and the results, immediate and future will bring blessings on your heads and incalculable benefits to the business interests of this country.

After all, in all I have said I have advanced no new thought. Correct principles and justice and good ethics have been enunciated and advocated by the great men in this country's history many years ago and by wise men ages and ages ago.

And though there are many to whom Credit is a shallow, empty, meaningless and hazy something, millions and millions of successful business men are fully aware of its benefits—appreciate it and by its help have reached the top rung in the ladder of splendid accomplishments and no matter how faithfully all discharge their duties, no one ever gets rid of them.

In Chapter III of *Honesty and Truth* by Samuel Smiles, I read "Truth and Honesty show themselves in various ways. They characterize the man of just dealing, the faithful men of business, the men who will not deceive you to their own advantage. Honesty is the plainest and humblest manifestation of the principle of truth." Full measure, full weights, true samples, full service, strict fulfillment of engagements, are all indispensable to men of character, and Plato said centuries ago "let him that would live well attain the truth, and then and not before, he will cease from sorrow," and Benjamin Franklin that great genius, printer, inventor, diplomat, king of good mixers, expressed all I have said in this plain and simple phrase "Honesty is the best Policy."

*"He cannot become our debtor until he
pays your bill"*

A THOUSAND EYES

are watching for your debtors if your claims are listed on our Master Files.

Can you estimate the value of dealing with an organization owned, operated and **SUPPORTED** by practically the whole Retail community (including the banks) of the dominating city of Southern California?

OPERATING FOR SERVICE

An organization that by *one* operation places your delinquent accounts permanently on record in the files of more than three hundred local merchants and banks, and flashes the news, instantly, in *every* reply to every inquiry on that debtor.

OUR METHOD OF COLLECTING IS SIMPLE, BUT EFFECTIVE

We get in personal touch with your debtor and arrange for *payment*. If he refuses (and can pay) we acquire information as to his property and earning power and then (and not until then) request authority to sue. If we learn he cannot pay, we tell you so and return the account.

*We Write Fewer Letters Than Any Collecting
Organization We Know Of.*

Retail Merchants Credit Association

300-310 I. W. Hellman Building
LOS ANGELES

Persistent Personal Contact

"A new system?" "Yes, but you will like it."

The Credit Department

Making It Productive of Business

By J. H. Tregoe, Secy-Treas. Nat. Assn. of
Credit Men

IT is high time we were waking up to the real position of the credit department in a business enterprise. A business enterprise of any proportions without a well managed credit department is like a ship without a rudder. Some do not rank it as a productive department. They consider it merely as an expense. Such men, we insist, have not carefully analyzed the component parts of a successful business enterprise.

A well managed credit department can sell goods just as profitably and successfully as a well trained salesman. The commodities may be purchased right and sold right, but profits do not accrue until the commodities sold are converted into money. This conversion is the chief responsibility of the credit department and in view of this to charge the credit department with being non-productive is foolish and an important reason why some enterprises have not been more thrifty and progressive.

Co-equal in position, powers and results with the purchasing department and the sales department, the place of credits in a business enterprise can, if properly understood and generously treated, prove its worth and illustrate its productive powers. Getting cheap men, withholding proper facilities from the credit department is as unwise and expensive as to buy the services of untrained and unqualified men for purchasing and sales departments. The manager of a credit department should know that the seriousness of his work is recognized, and that the house is ready to allow him every facility he needs for conducting the department in an efficient manner. Too commonly the credit department is denied what would be gladly given other departments of an enterprise, merely because it is looked upon as an expense and non-producer. If a house would have its credit department produce for the business as other houses have had theirs produce, it must stop thinking of the department merely as an expense.

This is not talking shop, it is talking common sense. It is a defense of something which has been badly neglected, and not until the neglect is realized and everywhere credit departments are placed under skillful management and conceded to be one of the most important and productive, shall we get things right and decrease the merchandising inefficiency so prevalent in the land.

Get a copy of the new Roster
—Price one dollar

That Charge Account Question

(Author's name withheld by request)

DOES the fact of having a charge account cause a customer to purchase the majority of his or her needs at that particular store in preference to other stores where they have no charge account?

Undoubtedly yes, and my advice to the credit man would be to use the utmost of his ability to secure new accounts. If you will study the psychology of selling goods through the mail, you can become an adept at selling charge accounts at your store. Being a credit man you will be prepared to pick and choose prospects to whom a charge account should be sold.

Naturally you will go first to those who will pay and pay promptly. You will cultivate those who are good pay, whose names are on your books, who buy but occasionally. When you have added all you can to your volume from those sources, you will seek the people who are good, but who take a little more or contract time to pay. Speaking from personal experience of the man on the outside, I find that charge accounts frequently cause the buying of more goods than cash buying. For two years, feeling that this was the case, I closed every account I had, and went on a cash basis and paid all bills, excepting those of a minor nature, by check. It proved that having to ask for cash for purchases always created in the mind of my wife, the idea that she was spending too much, something she never thought about when she had the charge accounts.

After trying it for two years I decided that while it saved money for me, there was another element to be considered, a man's credit standing. No man can build up one without doing business on a charge basis. We have perhaps 15 or 20 stores where we have charge accounts, and we preponderantly favor those stores. I find that we buy more drugs, more dry goods, more millinery, more shoes, more furniture, more hardware, more groceries than we did while paying cash. We can afford it and do not buy ourselves into debt by mortgaging the future. Credit rightly used is good for the individual and certainly good for the business world if rightly granted. We would not have a home had it not been for extension of credit. Had there been no credit business in existence we could not have purchased our automobile. We have our house furnished. Had not there been credit extended on furniture we would be living in a very much less comfortably furnished house. In short had it not been for credit I would not be established in the community, nor feel myself part of the community as I now do. As it is I can run for Mayor or Governor, because I am a tax payer. Only tax payers can run for public

office in our state. As it is I have about 20 firms who when called upon for reference will say—"you can trust him for—amount, and he will pay you promptly, or according to the terms you grant." Besides that there are a larger number of firms who would like to have me on their books. They have been looking about for new accounts, and have asked the credit bureau for my record. That record has no blemish on it—no disputed accounts, no evasion of debt of any kind—and behind it is a capital P—meaning prompt, that I pay my bills, not later than the 10th of the month following purchase, or if an installment account, when payments fall due. In large volume there is safety. A few eggs in many baskets is a good motto for a credit man. Recently I had a letter from Chicago, from a former credit man, telling about a western storekeeper in a large city, who opened up a basement from which he would sell on credit to working people who had no credit rating, permitting them to pay weekly, twice monthly or monthly, as their salary was earned. The basement idea on these lines was a revelation to that storekeeper who had vision. He said his losses were so small that he could laugh over them, and he found very few dead beats among that class. I have been trying to impress upon a certain city that it should start a new movement, which should in time spread all over the United States. That would be to have the city resolve and push the idea, "*The best dressed city in the United States.*" Educate the people to the habit of wearing the very best their pocket books afford. The habit would grow, and it would offset some of the niggardly advertising that has been so prevalent. The community would be more self respecting and each person taking a pride in self would take a greater pride in the entire community. It would take a lot of credit extension to do that. Every business would profit by it. Some might say that it would lead to extravagance.. It would not if the advertising men were on their jobs, studying the right kind of copy and informing the people. When experts advise a man to look for a job they tell him to wash his face, shave, shine his shoes and put on his best suit of clothing. Why? Impression. He gets the job. What then? Does he go to work in overalls? Not so you can notice it. He would be fired the next day, unless he was a dray driver or employed where overalls were required. There is nothing that makes one have so much respect for a man, as to see the mechanic get out of his greasy overalls, go to the sink and wash himself clean, then put on a clean shirt, a white collar, a neat tie, and a good suit of clothes. Is that man crazy? Why not go home, on the street

car and wear his dirty clothing to and from work? Answer: Respectability. Credit has been the means of making us a respectable people. The young man earning a salary of fair proportions can by the extension of credit buy respectable clothing and always look neat. The chances are if the credit were not extended him, he would spend his money on frivolous things, neglect his appearance and more than likely lose his job, because when a man cannot dress neatly and cleanly and be on a par with his fellow men, he loses his self respect, and more jobs are lost because of loss of self respect than one can enumerate. The question asked is a big one. All sound credit men will say "*Extend Credit*, and then *Extend More Credit. Open all the Charge Accounts You Can.*" All I say to the credit man is *Be Careful* in choosing your risks. The man who will do that will make some mistakes, but the increased volume, the few eggs in many baskets, will pay him in profit to the extent he will be able to laugh at the few mistakes he has made.

Right here I want to put a bug in the ear of the credit man. Once I was selling a collection system. I called on a credit clothing house, selling to men and women. I asked in the course of a conversation why the house was not a subscriber to the local credit agency. The answer amazed me. "We will sell to any one, no matter whom it is." "You don't mean to tell me that if you know the party owed P—\$25.00, and Q—a like amount, and possibly Z as much as he owed both, and the accounts were long overdue you would credit him for a suit of clothing that you sell at \$75.00?" "We certainly would." "Wouldn't his record indicate that he would beat you, or that he might take the money for your installments and apply to the other accounts?" "No—he would not, and we do not worry about that, as our collector is always on the ground when the person gets his money, and we get ours." Now it seems to be an established fact that such houses charge at least 25% more than regular business houses do. Sometimes the price is double that of the regularly established merchandise house. It would seem that the disposition to get away from the payment of merchandise for which exorbitant prices were paid, would be strong, and that legitimate charges would have the first call on a man's pocketbook, but experience does not justify the contention. The point is that if such houses can do business with people and make it pay, how much more ought a credit man for an established house be able to do with the cream of the populace being educated to the value of a charge account with his house?

Men and Methods in Membership Drives

By W. B. McConnell, C. A. Verner Co., Pittsburg, Pa.

IN my humble opinion, the success of any membership drive, or in fact, any Association activities, can be summed up and told in two words—"hard work."

From the experiences of a number of years in membership work, both local and national, I am firmly convinced that results will not only accrue to state chairmen and committeemen who are not only absolutely sold on the benefits of membership in the Retail Credit Men's National Association, but who are willing to give unstintingly of their time and thought in presenting and selling these benefits to other retail merchants.

When planning a campaign it is therefore most essential that the members of the Committee are enthusiastic members of our Association, who will be adequately recompensed for the many personal sacrifices they will be called upon to make by the knowledge that their efforts have contributed to the upbuilding of our National Association.

As Chairman of the Pennsylvania State Membership Committee last year I was particularly fortunate in securing on my Committee men who were actuated by these motives, and the splendid spirit of cooperation shown throughout the year will always be a most pleasant recollection to their Chairman.

In the local membership drive a personal solicitation of prospects is undoubtedly productive of the best results, but in a state campaign, when the prospects are scattered over a wide area and, as in Pennsylvania, the number of organized local Associations a negligible factor, the State Chairman must necessarily resort to the somewhat difficult task of conducting a mail order sales campaign.

The most important requisite when inaugurating a membership drive is a list of prospective members, and to this end the Committee wrote to Cashiers of the leading banks throughout the state a letter in which the benefits of membership in the National Association to retail merchants was emphasized with the request that the Cashier name a prominent, live-wire merchant in his town who would be interested in the efforts of the State Committee to secure closer credit cooperation in the state.

The most remarkable part about this letter was that fully 95% of the Cashiers responded giving the name of a merchant prominent in his respective locality.

(A copy of this letter will be gladly sent to any State Chairman who may be interested.)

A letter was then written to the merchants whose names were thus secured in which the objects of the National Association were

fully explained and their cooperation invited by sending the Committee a list of the more prominent stores in their city. In most instances the response was immediate and a prospect list of several thousand names was secured.

A series of carefully prepared letters were mailed at regular intervals with most encouraging results. Probably the letter which sold the greatest number of memberships was one enclosing a facsimile of the National membership sign with an offer to send a sign gratis to all those sending their applications within a stipulated time.

It will of course be recognized that even the most modest mail campaign must necessarily be financed. In order that the plans of the Pennsylvania State Committee could be successfully completed, and as an expression of approval of the effort being made to extend the influence of the National Association, the Board of Directors of the Retail Credit Men's Association of Pittsburgh in April of last year made the State Committee a generous appropriation.

If this action of the Pittsburgh Association could be duplicated this year by other Associations throughout the country, it would render to State Chairmen not only the financial support and encouragement so greatly needed to carry on their work, but the appropriation would pay big dividends in promoting closer credit cooperation and opening up new sources for credit information.

Let me reiterate what I have said in the opening paragraph—that the success of all activities can be explained by two short words "hard work."

Unfortunately there seems to be a growing tendency upon the part of members to "Let George do it," and "George" has fallen down on the job.

Let us be fair. Get behind your State Chairman—your local Membership Committee, and boost for our Association. You owe this to President Nelson and your officers and directors who are giving the best that is in them to promote the interests of the Retail Credit Men's National Association, which is *YOUR* Association and *MY* Association.

GOOD NEWS FOR CREDITORS

The doctor coughed gravely. "I am sorry to tell you," he said, looking down at the man in the bed, "that there is no doubt you are suffering from smallpox."

The patient turned on his pillow and looked up at his wife.

"Julia," he said in a faint voice, "if any of my creditors call tell them that at last I am in a position to give them something."

Credit Managers!

Furnish your clerks with the
"Onlyone Penholder"

The only penholder on the market with black and red ink pens that automatically shift by the push of a button.

This is the first penholder invented with a device that automatically shifts from one pen to the other. It takes the place of an extra penholder.

Same Size
as ordinary
Penholder



Red ink pens have always been a nuisance but when you use "Onlyone Penholder" it is as easy to write every other figure in red ink as to write them all in black ink. Simply push the button—Presto! They automatically shift in your hand.

We Control all Patent Rights

"Onlyone Penholder"

for black and red ink pens
Sent Postpaid for \$1.00

Get Yours Today

The "Onlyone Penholder" Co.

BANGOR, MAINE

Get a copy of the
new 1922 Roster
Price One Dollar
Order Now!

When the Merchants' Association of Topeka had their "Pay your Bills" drive a year ago, they had a pink slip which was enclosed with all statements sent out. The following lines were printed thereon:

What makes the merchant smile and say,
My goods are yours, my friend Good Pay?
—Good Credit.

What helps him in a time of stress
And brings relief from cares that press?—
Good Credit.

What gives him self-respect and pride,
And wins him friends far and wide?—Good
Credit.

What makes him equal with the best
And stand the final acid test?—Good Credit.
What makes for hope and peace of mind?
Good Credit, friend, you sure will find.

NOTE:—This announcement answers two questions that big employers repeatedly ask, viz: (1) What makes LaSalle men so practical? (2) Why don't more men train with LaSalle for the high pay positions in business?

The LaSalle Problem Method

—and how it successfully condenses a lifetime of experience into a few months of study

A question has blocked action on the part of many thoughtful men who were and are sincere in their desire to qualify in high salary fields. They have asked themselves whether training gained at home by correspondence might not prove to be mere "book-learning"—impractical—unmarketable.

We have no fault to find with this question—it is a natural one. The burden of our criticism rests on the man who permits the question to be its own answer, and to block and stop him in his upward climb without seeking further enlightenment.

For when more than three hundred thousand men have trained with LaSalle and found bigger, better things thru this training there must be sound reasons for their success.

There are reasons. They lie in the LaSalle Problem Method of imparting—not "book-learning"—but real, practical, usable business experience.

A knowledge of principles is one thing. The ability to apply and use principles—actually do the work at hand, is another—and the gap between the two is bridged by one factor and one only—Experience.

That's why business men place such a premium on experience—it safeguards them against costly experiments.

Suppose you decided to take up as your life work—accountancy, say.

Now stretch your imagination a trifle.

Suppose that thru the offices of an influential friend, arrangements were made for you to step in and immediately occupy the position you intended training to fill—right in the organization of a big corporation—with a complete department under your orders.

Say that by your side were placed, as your instructors and guides, several high grade accountants—men of national reputation—their sole duty being to train and equip you.

With these men instructing you in proper principles—then, you yourself exercising your own judgment in handling transactions and solving problems as they arose in your daily work—do you get the idea? You would be acquiring experience right along with the bed-rock fundamentals of the profession.

Sitting in the chair of authority—dealing with actual business—learning by applying what you learned—with experts correcting your errors, commending good work, guiding you aright through the ramifications, routine and emergency situations of the entire accounting field and making you make good every step of the way—mind—not in a class-room, but right in a business office where you would be actually doing the work you were training for—

wouldn't you, at the end of a year or so in this situation be much further ahead than men who had spent years seeking the same knowledge in the old, hard, "find-out-for-yourself" way?

You can answer these questions—your good sense tells you that the situation described would make you a practical man—sure, certain and confident—able and capable of holding down any situation the accounting field offered.

And that is why the LaSalle Problem Method makes practical men. Simply because the procedure outlined above is followed—exactly.

True, you do your work at home. True, the experts who help you are located here in Chicago.

Nevertheless, under the LaSalle Problem Method you are actually occupying the position you are training to fill, whether it be in the

accountancy field, or traffic or business management, or law, or correspondence—irrespective of what you are studying you are acquiring principles and applying them in actual business under the watchful eyes and helpful guidance of men big in your chosen field.

And when you have completed your LaSalle work, you can truthfully say that you are not only a thoroly trained man, but an experienced man—you know the bed-rock principles and you have used them all—they are familiar tools in your hands.

A LaSalle man can walk in anywhere with confidence. He does not feel the uncertainty and fear that arise when one faces the new and unknown. Under the Problem Method he has explored his chosen field on his own feet—the questions, the problems, the difficulties—he has met, faced and conquered them all.

His experience makes him know that altho he may be assuming a new position at higher pay, the duties of that position are an old, familiar story.

Experience is cash capital in business.

There are only two ways to get it.

One is the old, slow, uncertain way. The man who chooses to learn a branch of business by picking it up bit by bit as he goes along, finds the years slip by faster than he thought and sometimes his progress not as sure as he had anticipated. For all the "bits of knowledge" he sought may not have come his way.

The other road is short, sure and certain. It lies thru the Problem Method, exclusive with LaSalle Extension University. This way condenses into months experience which it takes most men a lifetime to gain.

J. J. Chaplin
President LaSalle Extension University,
of Chicago, Illinois



The LaSalle Problem Method gives you self-confidence—practical, usable knowledge—because it makes you an experienced man.

LaSalle Extension University

The Largest Business Training Institution in the World

If you are in earnest when you say to yourself that you must do something to permanently increase your earning capacity—then—check the coupon below in the square opposite that training which appeals most to you. It is a step you will never regret. And it is a step that is one hundred times as hard to make tomorrow as it is to take today. Where's that pen—never mind—a pencil will do just as well.

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Please send me catalog and full information regarding the course and service I have marked with an X below. Also a copy of your booklet, "Ten Years' Promotion in One," all without obligation to me.

- ☐ Business Management: Training for Official, Managerial, Sales and Executive positions.
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- ☐ Traffic Management—Foreign and Domestic: Training for positions as Railroad and Industrial Traffic Manager, etc.
- ☐ Railway Accounting and Station Management: Training for Railway Auditors, Comptrollers, Accountants, Clerks, Station Agents, Members of Railway and Public Utilities Commissions, etc.
- ☐ Law: Training for Bar; LL. B. Degree.

- ☐ Commercial Law
- ☐ Industrial Management Efficiency: Training for Production Managers, Department Heads, and all those desiring training in the 48 factors of efficiency.
- ☐ Modern Business Correspondence and Practice: Training for Sales and Collection Correspondents; Sales Promotion Managers, Credit and Office Managers; Correspondence Supervisors, Secretaries, etc.
- ☐ Banking and Finance: Training for executive positions in Banks and Financial Institutions.
- ☐ C. P. A. Coaching for Advanced Accountants

- ☐ Modern Foremanship and Production Methods: Training in the direction and handling of industrial forces—for Executives, Managers, Superintendents, Contractors, Foremen, Sub-foremen, etc.
- ☐ Personnel and Employment Management: Training for Employers, Employment Managers, Executives, Industrial Engineers.
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- ☐ Commercial Spanish
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Name _____

Present Position _____

Address _____

What Is A Credit Man Worth?

By John M. Walsh

Credit Mgr., Goldstein Migel Co., Waco, Texas

THIS question has no doubt presented itself to all of you a number of times, but have any of you arrived at a conclusion satisfactory to yourself and your employer? If you have, will you pass on, through the columns of the Credit World, the standards of your computations for the intelligent guidance of your fellow Credit Men and their employers? All of the professions and trades have certain standards by which remuneration for service and labor is gauged. Why should not Credit Men be able to gauge their own worth?

As Credit men we mastered the complexities of our business problems by exchanging experiences, leaning on, and learning from, one another.

Through such association we have unconsciously brought ourselves up from ordinary clerkships and mere bookkeepers jobs, to a profession whose ethics are of the highest order. Where formerly abuse and unfair criticism was the painful lot of the Credit Man, to-day there is attention and respect accorded him. Such is the result of an association in which the dominating thought has been for the good of others and a true service to those we serve.

In the 8 or 10 years we have been associated together, we have changed mistrust into confidence, fear into affection, cant and hypocrisy into frankness and truth, and so on through all that is good. As we look back on this period of our association, I am almost tempted to say we have well nigh reached a perfect state, and perfect it is when compared to what it used to be.

In the 8 or 10 years we have been associated together, I venture to say 95% have forgotten ourselves in our work and I further hazard the guess that a large majority of those (if still living) who started on the journey as Credit Men with us, are still traveling along with us. I wonder as I write whether we have gained materially, in proportion to the material gain we have brought to those whom we have served and still serve. In moments of relaxation as I give rein to my imagination and visualize the future, I am prone to think this service to others has fastened itself upon us until it has become a habit, and instead of thinking in part at least of our own material welfare, we will continue to broaden and expand our fields of endeavor and forget self entirely; in which event a home for the aged Credit Men should be shaping itself and receiving a part of our thought and attention.

But getting back to facts and realities and the purpose prompting this letter. Do not

present conditions and the future outlook indicate that the Credit Men are going to be called on and in a large measure depended on, to help solve other economic problems? I think we are, and I believe, it is the Credit Men who will solve them, because it is the one organization of business in which confidence has supplanted secrecy and co-operation has replaced competition, and constant changing conditions have enforced study.

In the past few years ability and energy have been discounted, but will be at a premium from now on. To arrive at a more equitable relationship, we will be more and more depended on for reliable information for improvement of ourselves and our methods. The *Credit World* is going to be a wonderful medium for the accumulation and distribution of such data.

The *Credit World* has already rendered us a great service (1) in enabling us to judge for ourselves whether we are getting a fair volume of business (2) to better and improved credit and collection methods (3) keeping down losses on bad accounts (4) driving to cover the bad check artist, etc., but how about turning the light on some of the other problems he has to wrestle with, such as judging his own worth to his institution by enabling him (1) to gauge his own worth in Dollars and Cents through comparative costs in percentages of that so-called overhead coming under his supervision:

- (1) Cost of billing, book-keeping and checking sales ledgers.
- (2) Cost of soliciting.
- (3) Cost of general correspondence.
- (4) Cost of collecting.
- (5) Cost of new business secured by office methods and service.
- (6) Cost of liberal credit policy against too conservative.
- (7) Cost of conservative credit policy against too liberal.
- (8) Cost of auditing departments.
- (9) Cost of general book-keeping.
- (10) Cost of cashiers, main and petty.
- (11) His cost to his organization.
- (12) His profits.
- (13) Whether he is a money maker or money loser.

Some time ago an article appearing in the *Credit World* elicited much comment. It related to a Credit Man being fired for keeping his losses too low. No doubt another had been fired somewhere for his outstandings being too high; each employer was no doubt guessing while all might have been entirely honest in what they had done—reliable statistics, which can be obtained only by

exchanging information and experiences, is the only medium to furnish a basis to eliminate guessing.

The responsibilities, environments, and process of training, and the very nature of a Credit Man's work all tend to make a Credit Man truthful and honest; standing his own ground, making his own decisions, there is no occasion to fool the boss and yet how easily he could be fooled especially where Office Manager and Credit Manager is one.

Who holds a key to as many secrets and confidences as the Credit Man? How often in your own experience has the boss appeared hopelessly helpless and left the question up to you? Which brings me to the question—What is a Credit Man worth to his organization? Who can furnish a basis to work on? If you, reader, have worked it out give it to the *Credit World* for the guidance of the rest of us, or write to me direct and I will give the consensus of opinion to the *Credit World* or to you. To my certain knowledge in certain stores he is placed on a par with a Department buyer, cashier, the advertising man or Superintendent, none of whom require the education, training, or experience and executive ability essential to a successful Credit Man. The answer to this question should be of equal value and service to the employer as it is to the Credit Man. I have attended only one of our National Conventions, namely, the one at Houston and although I concluded our joys and sorrows are similar regardless of location, it was gratifying to note that a spirit of unselfishness dominated the membership, every subject discussed dealt with solutions to problems benefiting others and not in a single instance was the material good of the Credit Man touched upon. I doubt if there is any other association of men who do not consider their own material gain in some form when in convention. While we all admire unselfishness and should strive to keep this trait ever before us is it wise not to have an equitable relationship?

There must be certain readjustments after January 1st and possibly throughout the year, salaries and wages must come in for their share but it will have to be done intelligently to avoid suffering, indirect losses not easily measured or accounted for. The employers who have thousands and millions at stake must know how to measure intelligently the worth of their employees. It is my opinion that the Credit Men are going to have wonderful opportunities to render a worthwhile service. In so doing, however, they should be justly rewarded—"WHAT IS A CREDIT MAN WORTH?"

A Battery of I-V-I Rotaries carrying refer list in Accounting Department of Abraham & Straus, Inc., store.



Abraham & Straus, Inc., Installation of INDEX VISIBLE cuts time and labor in half and eliminates errors

THE economies and convenience resulting from the Index Visible equipment in their Accounting Department led Abraham & Straus, Inc., last year to install a complete, new system of twelve Index Visible units primarily for credit authorization. Although they were extremely sanguine of results, their expectations have been exceeded both by the actual saving in dollars and cents and also by the uses they have been able to make of the same equipment.

The I-V-I equipment makes it possible for Abraham & Straus, Inc., to authorize and folio in the same operation, which takes, on the average, 30 seconds. This system has made possible a considerable reduction in clerk hire with greatly increased efficiency.

It is gratifying to them to discover, too, the heavy reduction in error charges made by the use of Index Visible. Accuracy is of the greatest importance in preventing complaints and insuring good will, and this is what Index Visible is giving them. By means of the new system mistakes in charges have been almost entirely eliminated.

Other Department Stores using INDEX VISIBLE

Boggs & Buhl
Pittsburgh, Pa.
Carson, Pirie, Scott & Co.
Chicago, Ill.
The Fair Chicago, Ill.
Gladding Dry Goods Co.
Providence, R. I.
Hahne & Co.
Newark, N. J.
Hochschild, Kohn & Co.
Baltimore, Md.
John C. MacInnis Co., Inc.
Worcester, Mass.
Kaufmann's
Pittsburgh, Pa.
Edward Malley Co.
New Haven, Conn.
Mandel Bros.
Chicago, Ill.
Marshall Field & Co.
Chicago, Ill.
Shepard, Norwell Co.
Boston, Mass.
Stern Bros.
New York, N. Y.
John Wanamaker
Philadelphia, Pa.
The Robert Simpson Co.,
Ltd.
Toronto, Ont



INDEX VISIBLE, Inc., Main Office & Factory, New Haven, Conn.

Sales and Service Offices in leading cities

150 Leading Department Stores in U. S. and Canada use INDEX VISIBLE to save money and to improve service

What Is Credit?

By Wade L. Laning

Gray-Bryan & Sweeney Coal Co., at the Noonday Luncheon of the Associated Retail Credit Men of Kansas City

THE wording of this talk was taken from various ads which have been run in newspapers throughout the country, from time to time by Retail Credit Men's Local Associations. It was delivered for the purpose of presenting ideas and phraseology of these ads to our membership.

What Is Credit?

Credit is the power to obtain goods and service by giving a promise to pay money at a specified date in the future. Let us therefore understand at the very outset that after all credit is only as good and as strong as the person, upon whom it places the obligation to make future payment.

What Is the Basis for Credit Granting?

In the granting of retail credit there are three factors controlling the limit of credit to be granted; They are: Character, Capacity and Capital. The consumer's Character is most important. A man or woman with Character will not attempt to purchase what he or she does not expect to pay for at the proper time. A monthly charge account is

a courtesy extended to you, by the merchant. So many folks get the wrong idea about a charge account, they seem to think that the charge privilege extends to them a special privilege to do about as they please in regard to merchandise bought. They forget that the merchant extends them the courtesy of a charge account, because he has enough faith in them to trust them with his merchandise from one to thirty days. That he agrees to wait for his money for say thirty days to make it more convenient for the customer. That the merchant has neither his merchandise nor his money during the credit period and the customer has both. They forget too, that it costs money to keep records, to mail statements and still more money to maintain a collection department to check up the careless or tardy payers. Don't you think that the customer should be doubly careful about living up to his end of the contract? When the merchant extends this customer courtesy of a monthly charge account, it is understood, or should be, by both parties, that goods bought during any calendar month are to be paid for between the first and tenth of the following month. Not partially paid for, mind you, but paid for in full. Don't get the unpaid balance habit: it grows and it soon reflects to your discredit. Form the habit of paying your bills promptly. You owe it to yourself and you owe it to the merchant, who has trusted you with his merchandise. Don't get the idea that you are doing the merchant a special kindness by making a payment, or even paying up your entire account when due. You are simply keeping your part of the agreement and demonstrating your right to the "Charge" privilege.

Many persons have been negligent and indifferent in the past, mainly because they did not realize the importance of paying their bills promptly. Are you in this class? There are others, however, who believe because they eventually pay their bills, that they are desirable. They have a fancied superiority of ordinary mortals because of prominence in social, business or political circles and think this releases them from the obligation of paying their debts promptly. They assume the prerogative of saying how or when they will pay their bills and become indignant at a courteous request for settlement. If the shoe fits you, wear it.

John D. Rockefeller with all his millions, would not be as good a risk as Bill Smith, a \$30.00 salaried man, if Mr. Rockefeller was "Slow Pay" and Mr. Smith met his obligations promptly.

OF INTEREST TO INSTALLMENT CREDIT MANAGERS

By Richard Brieger, Credit Manager Spear & Company, 253 Sixth Avenue, New York

WHAT BENEFIT, MATERIAL OR OTHERWISE ACCRUES TO THE INSTALLMENT CREDIT MANAGER FROM MEMBERSHIP IN AN ASSOCIATION OF RETAIL CREDIT MEN?

This question was asked at a recent meeting of the Publicity Committee of the Associated Retail Credit Men of New York City, Inc.

Active on this Committee is the credit manager of a large and representative piano house doing an installment business, the credit manager of a Ladies' Wearing Apparel House, the credit manager of a Retail Millinery Concern (the last two named doing a straight charge business) and the writer.

We determined that lack of attendance on the part of the installment men was responsible for the meetings being devoted almost wholly to the straight charge interests as well as to the fact that our publication "The Credit World" was given over to practically the same projects.

The installment business is a potent factor in the country's business and the Installment Credit Manager must awaken and come out of his shell. He is too close mouthed and too tight lipped. He must realize that we today are living in a period of co-operation and not of competition and must be ready and willing to give and receive ledger experiences.

The day is past where a credit man can slap his chest and proudly proclaim that he neither gives nor asks for any information on a credit applicant.

To enlist the sympathy and arouse the interest of the installment men in the Association, meetings bearing solely on installment problems will be held at regular intervals commencing in the very near future and to further our cause a series of Educational Articles in connection with our particular line of endeavor will shortly make their appearance in the "Credit World."

It is of paramount importance for all installment credit managers to affiliate themselves with the association functioning in their community and with this end in view, I earnestly request all installment Credit Managers operating in the Metropolitan District who are not at this time members of the Associated Retail Credit Men of New York City, Inc., to delay no longer, but communicate at once with Mr. John M. Connolly, General Manager of the Association at 15 West 37th Street, New York City, who is eager to personally acquaint all those interested with the workings of the Association and the benefits that ARE daily accruing to members.

EXCELLO PENS



EXCELLO Pens are used and endorsed by the largest Banks and Business Houses, who use nothing but the best of everything.



EXCELLO general utility pen number 61

Cold-rolled steel, of the special heavy quality, is used in the manufacture of these pens, which makes them more desirable than all other makes.

Every pen is sold under our guarantee of perfection in both quality and workmanship; you take no chances when you order "EXCELLO" PENS.

Never put off until tomorrow what you should do today. WRITE NOW FOR SAMPLES.

Send us your idea of a perfect pen and we will send you a better pen containing all your ideas, but manufactured under the "EXCELLO" system.

H. F. KRUEGER
Box 505 KANSAS CITY, MO.

Cleveland's Annual Meeting

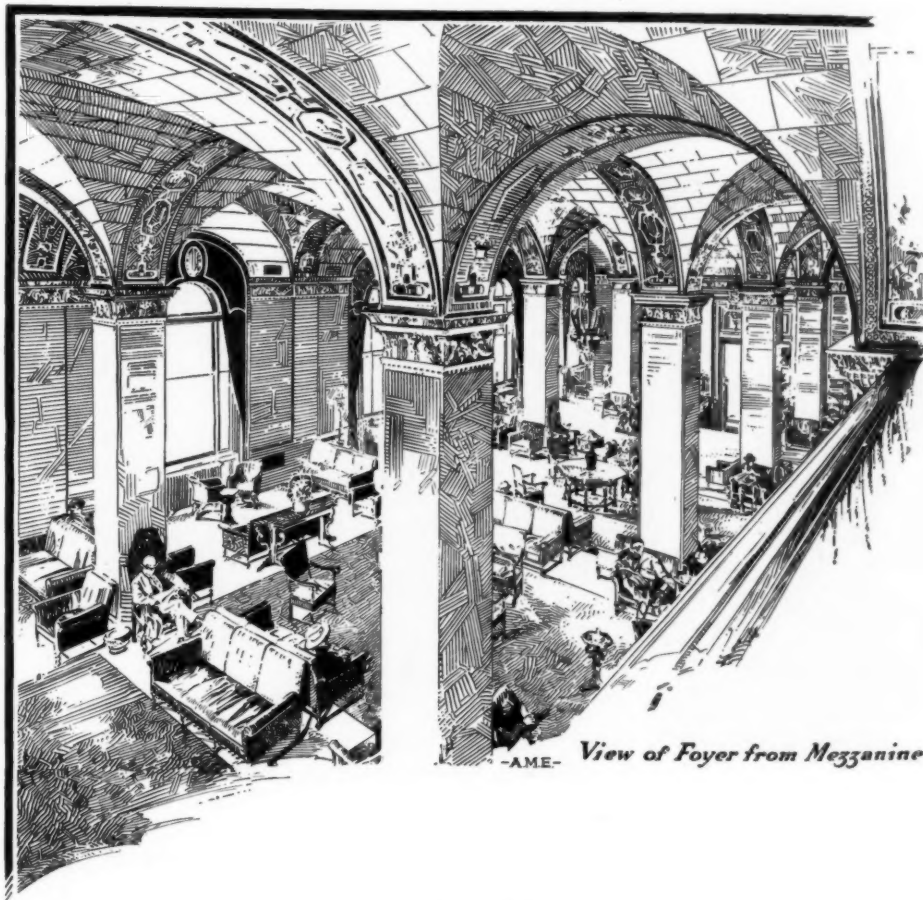
The Cleveland Retail Credit Men's Company held their annual meeting and dinner at the Cleveland Hotel, February 21, 1922. The meeting was particularly interesting because of the fact that the officers and most of the directors of the Retail Credit Men's National Association were present as guests of the local association. Over three hundred attended.

C. H. Fisher, of the Bailey Company, tried to break up the evening's festivities, but was thoroughly and victoriously put to rout by the advent of "Prosperity," Mr. W. Slater, Sterling and Welch and "Prompt Pay" and "Good Credit," Mr. E. J. Wolfe, Kinney and Levan, with Mr. J. H. Johnson, National City Bank, as his side partner.

Among the speakers of the evening were

the exchange of ideas and thought in the numerous state conferences and annual conventions, increase the credit man's personal efficiency and make him more valuable to his store, and enable him to render greater service to his customers.

Through influence exerted by the national organization the enactment of legislation either favorable to good business, or the sup-



View of Foyer from Mezzanine

Lobby: Hotel Cleveland

Delightful musical selections were rendered by Mrs. F. S. McCullough, one of Cleveland's leading contralto soloists, who was accompanied on the piano by Mrs. I. M. Howard, of the credit department of the Central National Bank, Savings and Trust Company. Incidental and dance music was furnished by Hoffman's Orchestra.

Mr. G. C. Driver, President of the local association acted as toastmaster. His witty remarks and apt comments on business conditions showed him to be master of the situation. "Gloom," as impersonated by Mr.

National President E. W. Nelson, who spoke on the "National Association, Its Aims and Purposes."

He set forth the aims of the organization by which it sought to standardize the retail credit activities of the nation in a broad gauge manner and develop a spirit of co-operation and friendly interchange of information among the members.

The educational advantages of membership in the association which are to be gained from the information given in the monthly publication, the "Credit World;"

pression of laws inimical to the development of honorable enterprise is secured.

Data and statistics of all sorts helpful to the proper functioning of credit offices are distributed to all members; bulletins regarding bad check artists, missing debtors and such other matters of value are immediately available to all, and result in great savings by reason of being forewarned.

"Pay Your Bills" campaigns have been vigorously promoted in different sections of the country with marked improvement in col-

(Continued on page 20, col. 1.)

This store gave 26-second



The authorizers' switchboard and one of the charge phones in The Shepard Store, Providence, R. I.

What John Shepard, Jr., president of The Shepard Stores, says:

"Seventeen years ago we installed the first National Electric Credit System placed in any store. We have made several new installations since that time to bring our equipment up to date. The system has always given the best of service and we are well pleased with the equipment in both our Providence and Boston stores."

NATIONAL

CASH REGISTER CO.

DAYTON, OHIO.

oncharge service during the Christmas rush

THE Shepard Store, Providence, R. I., authorizes charge sales with the National Electric Credit System. During the Christmas rush in 1921 the management kept accurate records of service given to charge customers.

These records were taken from 24,000 charge sales. They showed that the average time required to O. K. a charge was 26 seconds. The percentage of delay from all sources, referring to ledger, etc., was 4.8%.

This service was given by the regular staff of three authorizers during the busiest days of the year.

In addition to quick service the management secured complete control of charge authorization.

Records like this show the results that department stores are getting through the use of the National Electric Credit System. They prove that this system gives quick service together with complete control of charge authorization.

The Department Store Division of The National Cash Register Company maintains a staff of men who are constantly studying conditions in department stores. We will be glad to have one of these men make a survey of your store and offer suggestions. A wire or letter to Dayton or to our nearest representative will bring you this service without obligation on your part.

NATIONAL
CASH REGISTER CO.
DAYTON, OHIO.

The Financial Digest

By *W. Ries*

Research Division

NEW FINANCING

	1921	1920	1919
Corporate	\$2,410,000,000	\$2,960,000,000	\$2,730,000,000
Foreign Government	380,000,000	290,000,000	510,000,000
Federal Farm Loan Issues	120,000,000		110,000,000
War Finance Corporation			200,000,000
Municipal	1,200,000,000	680,000,000	690,000,000
" Canadian	70,000,000	50,000,000	90,000,000
" U. S. Possessions	20,000,000	10,000,000	10,000,000
	\$4,200,000,000	\$3,990,000,000	\$4,340,000,000
	New Capital	Refunding	Total
1921	\$3,600,000,000	600,000,000	4,200,000,000
1920	3,620,000,000	370,000,000	3,990,000,000
1919	3,540,000,000	800,000,000	4,340,000,000

A TREMENDOUS INCREASE in the flotation of Municipal Bonds is the outstanding feature, while actual corporate financing fell off considerably.

CORPORATE FINANCING

	New Capital	Refunding	Total
1921	\$1,820,000,000	590,000,000	2,410,000,000
1920	2,710,000,000	250,000,000	2,960,000,000
1919	2,300,000,000	430,000,000	2,730,000,000

WHOLESALE ASSOCIATION HONORS JOSEPH B. AUERBACH

Mr. Joseph B. Auerbach of Bloomingdale Brothers, New York, has been appointed a member of the Credit Methods Executive Committee of the National Association of Credit Men.

RAILROADS IN DECEMBER

Larger Net Earnings

	1921	1920
Gross Earnings	\$406,800,000	527,400,000
Operating Expenses	339,000,000	483,200,000
Net earnings	67,800,000	44,200,000

BUILDING AND CONSTRUCTION

	Jan. 1922	Dec. 1921
Contracts awarded value	\$166,300,000	\$198,500,000
(Grand Total)		
Fire Losses	38,600,000	28,900,000

CHAIN STORE SALES

	Jan. 1922	Dec. 1921
F. W. Woolworth	\$9,500,000	\$24,100,000
S. S. Kresge	3,500,000	8,600,000
McCrary	970,000	2,400,000
S. H. Kress	1,600,000	4,700,000
T. C. Penney	2,100,000	4,900,000
Amer. Wholesale Corp.	3,100,000	1,800,000

In comparing the sales of the Chain stores, attention must be given to the fact that the decrease is partly due to the drop after the December holiday trade.

CHARACTER ANALYSIS IN CREDIT GRANTING

By Wm. T. Goff, Efficiency Expert,
Oklahoma City.

TOGETHER with your record of purchase (including of course, goods, charges and terms), with dates and dues, I believe that your RECORDS of credit accounts, would be much enhanced in value to you and your firm, did they also record the patron's personal, individual, and observable characteristics for your use when framing correspondence to be addressed to him or her, in reference perhaps, to an overdue, unpaid account.

Temperamental tendencies display themselves quite readily to the trained Character Analyst; and these, comprehended and duly recorded with the account-card of the customer, will keep you eternally "in touch" with him or her as he or she is.

I dare to say to you, and I feel certain you will agree, that, from the viewpoint of BUILDING business, namely, *Holding* the confidence and appreciation of the patron well sold, there is no one who carries a greater load of responsibility *than do you*.

Then, it is but commonplace truth to say that, for you to know and understand temperamental tendencies as they reveal themselves to you in the individual case, and to keep these *noted* in connection with the patron's account, will mean for you, that, you will be kept closer to, and in greater harmony with the patron at all times, both personally and by correspondence.

In short: It would be worth while for you to be able to say with definiteness and with truth,—"I know when one is perceptive or phlegmatic in temperament. I know when one is electric or magnetic in temperament. I know when one is acid or alkali in temperament. I know and understand temperamental combinations as these are revealed in the individual's personality. And, I know, through one's manifested motives and ideals, what his or her *real* character is, and thus do not have to await the final outcome of a given transaction."

So, I dare say to you, that, you should add to your own experience along the lines of granting credit and making settlements, some of the experiences of others; and add to your power of Intuition, ACCURATE knowledge of Human Nature.

The New Roster is Now Ready!

Containing the names and addresses of the ten thousand members of the Association, it will prove a valuable assistant in correspondence and collections.

PRICE, ONE DOLLAR

Order from National Office

Cooperation

By Dempsey Weaver

Ex-President Wholesale Credit Men's Association, Nashville, Tenn.

I FEEL that there is a strong tie of fellowship that closely unites our two Associations, the Wholesalers and the Retailers—a great bond of mutual interests—for we are all working to the same purpose and for the same ends. So we should cooperate in every way and work together in all matters of common weal—should heartily endorse and get behind every movement that tends to raise and uphold the standards of business ethics—that is constructive and makes for higher ideals and better understanding among men.

As Pope so aptly expresses it "The proper study of mankind is men." It's a most interesting study. According to the old Greek proverb, however, you must first "know thyself." How many of you then have inventoried yourselves—taken stock of your inherent or cultivated strength or weakness—your ability or lack of same—as to whether or not you measure up to your own desires and expectations—whether or not you deserve the faith and full confidence of your friends and associates.

It has been said that the outstanding qualities of a successful business man are (1) Ability to think in fundamentals, (2) Constructive ability with force behind it, (3) Proper mental attitude (broadmindedness and ability to cooperate), (4) Personality, the outward reflection of character.

In order that there may be growth and progress there must be study and exercise of all the faculties. No man can develop morally, mentally or physically unless effort be exerted. Just as a fine piece of mechanism cannot reach its maximum of efficiency and give the best service unless regularly oiled and properly taken care of—so the mind—the heart and the body cannot function as they should unless the right motives and ambitions control them and are put into action.

The formation of character is largely a matter of inheritance and environment, but we cannot achieve real success unless we make the very best of our opportunities—unless we meet the issues and vicissitudes of life with courage and determination—unless we have faith in ourselves and our work.

As Credit men we must not be mere checkers of orders—we must study conditions and character—must know well the fundamental principles on which life is based and the forces at work within man, which govern and control his actions.

The great slogan of the Retail Credit

Men's National Association is Cooperation. It has been emphasized at every National Convention, the keynote of every State Conference the watchword of all Credit activities. Most of you can well remember when the spirit of Cooperation was the exception, when no bond of mutual interest held men together in the closest of relationships. On the other hand it was the case of "everybody for himself and the devil take the hindmost," when greed and selfishness and covetousness held sway. Do we fully realize how far-reaching in its consequences is the spirit of covetousness, how utterly unscrupulous as to the means by which it gratifies itself?

Is the spirit still abroad today? Have we fully awakened to the fact that one business man can murder another when he declares to himself "No matter who goes down I must be up"—and he who gains his money by the deliberate crushing of his brother, will he not stand before his Lord as the brother's murderer?

How different is all this from that broad magnanimous principle of St. Paul—a maxim for every life. "Look not every man on his own things, but every man also on the things of others." Don't ignore the rights of others. To the covetous the old rule applies.

"The good old rule, the simple plan: That they should take who have the power; they should keep who can," take heed therefore against covetousness for it destroys all a man's brotherliness and shuts his eyes against a neighbor's rights.

The change that has taken place in business relations through the spirit of cooperation is one of recent years—it has been a gradual awakening to a realization of mutual interests—to a common bond of brotherhood. Gentlemen, just as true as it is that man should not and cannot live unto himself and thrive, so, equally true is it that business concerns cannot grow and prosper and build up their trade to the fullest capacity unless there be cooperation with other concerns.

The time has come when this is absolutely necessary. Now as never before do we have to pull together. The after effects of the late business depression with its sequence of falling prices is still being largely felt on every hand and in most every line of business and profession. It has been a period that has tried the very souls of men, it has tested their integrity and proved their true worth. Another year should put business back on a sane and normal basis. The farmer should get better prices for his

products and consequently will begin to buy again, setting in motion a general business revival, and those merchants who will have survived the ordeal will be wiser and better business men. Let us all work together, therefore, for an early return of real prosperity, but let us remember that before this can be realized there must be present four vital fundamental elements—Integrity—Vision with faith—Industry and Cooperation.

What more wonderful result from Cooperation than the winning of the World War by the Allies? Think of the dire calamity that might have been visited upon the allied nations had not our generals had that great vision—had they not realized almost at the eleventh hour the urgent need of greater unity of purpose and action—of perfect cohesion, and putting aside all selfish or ulterior motives decided upon and appointed Gen. Ferdinand Foch, Generalissimo, to be in supreme command. In conclusion may I refer briefly to a fine example of cooperation in the operation of Credit Interchange Bureaus in practically every city of note throughout our country, all conducted under the direct supervision and direction of the Retail Credit Men's National Association and linked together through a Central Bureau in St. Louis, which acts as a clearing house for all inquiries. The establishment of these Bureaus is a great forward step, and the possibilities for further expansion and the development and addition of other features of service is almost unlimited.

Suppose Atlanta received adverse information on some party and their files showed that Nashville was interested. A wire to the Nashville secretary stating the nature of the unfavorable information and in turn phoned by him to every Nashville merchant interested might save the loss not only of some orders in hand, but also put the merchants on guard for any future orders. An additional feature is the system of reciprocal reports that are obtained free by simply putting a check mark at the bottom of any inquiry sent in to you. This helps keep your records right up to date and further shows you just how your customers are paying elsewhere.

Finally I predict that the year 1922 will be just what we make it. Elbert Hubbard once said, "The valuable man in any business is the man who can and will cooperate with other men. Men succeed only as they utilize the services and the ideas of other men."

True happiness is found in the happiness of others—on some act or pursuit followed not as a means but as an ideal end.

Established in 1907 on the Rock of Service

THE HICKOX SYSTEM

BESSEMER BUILDING
PITTSBURGH, PA.



Collects
Past due accounts
for
Department Stores
and
Members of our Association
all over
The Civilized World
on a
No collection—no charge basis
OUR DIRECT DEMAND DRAFTS
Sent free of charge to any member by filling in your

Name _____

Business _____

Address _____

and tearing out this page and mailing TODAY

Cleveland's Annual Meeting

(Continued from page 15.)

lections. Uniform plans of seeking and furnishing information regarding customers' pay habits have been adopted, making it increasingly difficult for the dead beat or persistent slow payer to operate.

Mr. Nelson rapidly sketched the growth of the association during the past ten years from its inception at Spokane, Wash., but also showed the possibilities of a large increase in membership, when it is considered that there are 555,000 retailers in this country, all good live prospects, as against a present membership of 10,000.

A stirring plea was made for more new members, so that the Officers and Directors would be able to furnish the necessary service which such an organization as this should supply its members. This was not to be a task for a few only, but for everyone to go out and get a new name in time to report it at the annual convention in June.

Mr. S. E. Blandford, R. H. White Company, Boston, Mass., National Director, spoke on "Safeguards a Credit Man Should Enforce in 1922."

Mr. Blandford stressed the fact that while the topic assigned him called for "Safeguards" in the future, he felt that this word meant that there were particular dangers to be guarded against. The country how-

ever shows healthy indications of a substantial if not rapid recovery from the effects of war conditions. "Rather than feel that unusual safeguards should be set up, I feel that there ought to be a greater faith in the future and ability of business to make good," said Mr. Blandford.

Quoting from a local report issued by the Federal Reserve Bank over Governor Harding's signature, he called attention to the fact that this country was due for an era of remarkable prosperity which should be maintained over a considerable period of time. He laid great emphasis, however, on the fact that the bad habits which have been incurred in buying and selling and in the various operations of credit transactions brought about through the abnormal and unhealthy conditions of war times, should be laid on the shelf at once and that we should return to the old fashioned fundamentals of good business and right thinking.

Mr. D. J. Woodlock, Secretary and Treasurer of the Retail Credit Men's National Association spoke on the "Dependence of National and Local Associations upon each other." Mr. Woodlock sketched in a brief way the development of the National Association and its growth to the present membership of over ten thousand active men and women; stating that this had been accomplished only by a great share of cooperation of all those who were called upon to play

an active part in the affairs of the Association. He pointed out however that there is still room for increase of members and that the surface of the retail field has barely been scratched. The time will come when all retailers engaged in the extension of retail credit must belong to the association in order that the greatest service may be rendered to their own patrons and the greatest degree of safety afforded their own accounts.

At no time in our history has it been so necessary for men to spend so much energy and deep thought and study on the problems which they have to solve from day to day as at the present.

Following the speeches and a most agreeable dinner, election of three directors to the official family of the local organization was held. The following were elected:

F. W. Walter, The Bailey Company.
E. J. Wolfe, The Kinney & Levan Co.
J. H. Johnson, National City Bank.

As a result of the meetings held by the National Directors, plans have been practically completed for the holding of the annual National Convention at the Hotel Cleveland, Cleveland, Ohio, from June 12 to June 15, inclusive. Since Cleveland has so many natural advantages to offer in the way of a convention city, a record attendance is looked for and every credit man is urged to arrange his affairs so as to be present at that time.

Results of Pittsburg's "Pay-Your-Bills-Promptly-Day"

Report of Wm. E. Morgan of C. A. Verner Co., Pittsburg, to the Retail Credit Men's Association of Pittsburg

MR. PRESIDENT and fellow Credit Grantors, it has fallen to my lot to lead the discussion of Question C—which reads—Did "Pay Your Bills Promptly Day" of National Thrift Week Campaign, Improve January Collections?

I believe a brief résumé of the activities leading up to the National Thrift Week Campaign, under the direction of the Retail Credit Men's Association, would be in order.

Through the reading of a newspaper clipping bearing on the prompt payment of bills, Pres. McConnell conceived the idea of the "Pay Your Bills Promptly" insert, with the result that 30,000 of these were used by the merchants when mailing their statements on the 1st and 15th of January.

This indirectly led to the newspaper advertising, and with the words, "*Are Your Bills Paid? Most Bills Are Due by the 10th*" added to the top of the insert it found its way into the seven city newspapers, whose combined circulation numbers over 600,000 a day.

In addition to the mailing of the insert and the newspaper advertising, through the courtesy of the Westinghouse Electric & Mfg. Co., Thrift Week talks were broadcast over the Radio, and on Friday evening our President talked on "Pay Your Bills Promptly" to an invisible audience of approximately 50,000. His message traveled as far as Pine Bluff, Ark. A letter was received a few days later from the Arkansas man in which he said, "As I am collector for my father I naturally took in your talk on 'Pay Your Bills Promptly' and I was sorry that I did not have some of my *slow payers* over to listen to you."

Did "Pay Your Bills Promptly" Campaign improve January collections? The report on business conditions found in Dunn's Review of January 14, 1922, reads as follows, "Retail trade is comparatively quiet, some of the smaller merchants reporting scarcely any buying, while in the large centers the movement is rather sluggish. Clothing is in rather poor demand, and for footwear, especially working shoes, requirements are limited. Collections remain irregular. The following week, they said "Retail trade is irregular and not altogether satisfactory, while mercantile collections are still inclined to be slow."

In spite of the reports contained in Dunn's Review, I wish to say that our collection percentage for January, 1922 was $\frac{9}{10}$ of 1% better than the figure for January, 1921.

In view of these figures and from information gathered from other sources, I believe that this short campaign did improve January collections, especially when you consider that general business conditions in January, 1922, were not as good as they were in January, 1921.

How then can we improve our collections?—The answer is—Through Education. An investigation conducted by the National Association of Retail Secretaries and reported at the convention of that body at Detroit last August showed that out of 23 cities and towns representative of the several sections of the country in which they are situated, "Pay Your Bills Promptly" Campaigns in the vast majority of cases have been successful. To the question "Was the Campaign a Success?" nineteen of the 23 cities replied *yes*, 2 cities answered *no*, and the others answered only in a general way.

In an article appearing in the January, 1921, number of the magazine "Business," S. L. Gilfillan, secretary of the Minneapolis Retail Credit Men's Association said, "Credit is a convenience, and not a crutch. The Public, generally speaking does not understand the thing. The Public does not understand why merchants give credit, and besides, the Public, generally speaking, does not realize the importance of keeping its credit good."

So, to better credit conditions the Minneapolis Association decided to educate the Public through the medium of newspaper advertising, with a full page space once a month in each of two of the city's three daily newspapers, and a $\frac{1}{4}$ page once a week in the 3rd newspaper, linking up the continuity.

Mr. M. J. Solon, credit manager of the Dayton Company when asked what effect Public education had had upon credit conditions said, "It seems fair to compare conditions in Minneapolis with conditions in other cities that have undertaken *no* such work as we have under way here. Take Chicago, for instance; Chicago stores are supposed to be progressive, up to date, and operated by the best of scientific, modern methods. Chicago stores have an average 30 day collection of 38 to 40 per cent, which means that they collect 38 to 40 per cent of their accounts receivable within 30 days.

Our average of 30 day collections is 70 per cent which means that of all accounts contracted within a month 70 per cent are

paid in full on or before the 10th of the following month. That gives us a turnover of accounts receivable every 43 to 45 days.

But to secure the prompt payment of bills, co-operation must exist among the merchants of our city.

A double message, one for customers and the other for dealers, is found by the Denver Retail Credit Men's Association as the result of present conditions. The message to the consumers is "PAY UP," while that to the dealers is "CO-OPERATE." Many consumers do not realize they are injuring their own interests by failure to pay their bills promptly. They do not think about the fact that prompt payment of bills relieves the merchant of the burden of carrying the indebtedness, enables quicker turnover of goods, facilitates new buying of improved merchandise and thus permits the offering of merchandise at more advantageous prices.

The merchants need the co-operation of the public in the 30 day capital turnover and it is to the public's interest to give it to them.

Concluding—I would ask that others tell us their January collection experiences. Personally, I believe that the Pittsburg Retail Credit Men's Association "Pay Your Bills Promptly" Campaign improved January collections, and I further believe that a systematic "Pay Your Bills Promptly" educational campaign would prove most beneficial.

For
Quick
Returns



Coin Mailing Cards

Here is something you have felt the need of for some time. The nature of your business necessarily involves many small accounts that will be readily collected by enclosing these cards to customer as a safe convenience in remitting.

A most potential factor in building up and stimulating mail-order trade, and in many ways rendering a service indispensable to your business. Used by the most progressive firms everywhere.

Samples on Request

John N. Spies,
Patentee and Manufacturer
Watertown, N. Y.

Proposed Amendment to Bankruptcy Act

By Wm. Loewi

Pres. Retail Credit Assn., San Francisco, Cal.

THE Bankruptcy Act, as I understand it, was originally put into effect for the purpose of enabling honest people, who through no predetermined wish or knowledge had become so involved in debt that they saw no possible means of extricating themselves, and to furnish a medium, whereby such people might relieve themselves of their burdens, make fresh starts in life and again become valued members of society and assets to it.

If I am correct in my hypothesis, I cannot but reach the conclusion that the Bankruptcy Act is defeating its own purpose in its original intent, for two reasons:

Firstly—It has been so taken advantage of by the dishonest person that the really honest individual, the man who has pride in himself and his family, hesitates to take advantage of it owing to the odium that is attached thereto.

Secondly—Because business has become so paternal in the last ten years, the co-opera-

tive spirit has been so instilled into commercial life that it has become unnecessary for the honest person to avail himself of this act owing to the fact that his creditors, if there be the least chance of his swimming, hold up his head and voluntarily endeavor to prevent him from sinking.

The Act, therefore, is to a very great extent taken advantage of by the dishonest person. Though I am informed it has been amended a number of times in an endeavor to so strengthen it that it would minimize its fraudulent use, the effect has only been partially successful and thousands of dollars are spent by the merchant public annually in the prosecution of the dishonest.

I therefore claim that as it at present functions, it defeats the purpose for which it was originally intended, acts inversely and rather penalizes the honest individual. The latter hesitates to take advantage of it owing to the facts previously outlined, thereby bringing hardship upon himself and family while his dishonest neighbor uses the vehicle

which the law puts at his disposal and hence is in a position to outstrip his neighbor in the fight for existence.

If I am correct in my assumption that the Bankruptcy Act as at present constituted practically nullifies its original intent, it should be fundamentally changed.

The next question is, how and in what manner should this change be brought about?

I believe that we have in conjunction with our criminal procedure, a very wise and beneficial adjunct, one which, while in common with all good things is subject to abuse, has nevertheless proved of inestimable worth.

I refer to the Probationary Court.

Now then, I should like to see an amendment to the Bankruptcy Act that would provide for a probationary adjunct.

It would enable the individual in debt and harassed by creditors to free himself from these annoyances and the worry thereof, but only temporarily and while he was getting on his feet.

(Continued on page 24, col. 3.)

Are You From Missouri?

Or

Kansas

Oklahoma

Nebraska

Arkansas

Iowa

Then don't fail to attend the Mid West Conference of these six states at Des Moines, Iowa, on Monday and Tuesday, April 24th and 25th.

Over two thousand (2000) members of the National Association are in this group and a large attendance is assured from all sections.

The program includes such men as Nelson, Woodlock, Wolford, Heller and many others worth your time and travel.

Elaborate plans are made to make this the most interesting, valuable, instructive, entertaining and complete conference ever held by any group of states.

If you have credit department problems; if you are looking for the most modern and successful methods; if you have a suggestion to make; if you are on the job to get the business, improve collections and reduce your losses for 1922 then for heaven's sake clear up your desk and spend those two days in Des Moines—

You Will Be Shown

APRIL 24th & 25th

Special Invitation from the Retail Credit Men's Association of Des Moines

It Will Strengthen and Improve Your Bookkeeping System

Read the following testimony from Mr. E. W. Nelson, Secretary and Treasurer of the Rudge & Guenzel Co., Lincoln, Neb., reprinted from 100%, *The Efficiency Magazine*:

"Five thousand credit customers of our department store use their accounts each month. These accounts are kept in 11 ledgers. All postings and monthly statements are handled by four Remington Accounting Machines. Their consistent accuracy has practically eliminated disputes with customers.

"This company uses a dual system of accounting which takes more time than a single system but is more accurate. Any errors made by the operators can be run down in much less than the time required by the single system. The Remingtons guarantee correct calculations, and make it easy to check errors in taking balances.

"The Remingtons keep customers' accounts balanced up to date, for credit information, and get our monthly statements out on the thirty-first. These statements include all charges up to the last two days. Credits issued on the last day are shown on a separate slip. These up to date statements further remove the chance for disputes.

"While stenographers are scarce, it is easy to get competent Remington operators. Girls soon learn to operate these machines rapidly and accurately. The Remingtons are simple and easy to operate."



The Remington Accounting Machine

error-proofs your bookkeeping, enables you to mail statements promptly, and saves time and labor by combining writing and adding in one operation. Write to us for our illustrated folder

"The Complete Ledger Posting Machine."

REMINGTON TYPEWRITER COMPANY

(Incorporated)

374 Broadway

Branches Everywhere

New York

Credit Man, Know Thyself!

Extract from Speech of David W. Ahl at Ohio State Conference, Toledo, Feb. 23. Mr. Ahl is Credit Mgr. of J. L. Hudson Co., Detroit, and Second Vice-President of the R. C. M. N. A.

TODAY we have assembled in Toledo, a representative group of the Retail Credit Grantors of the State of Ohio and how many of us realize the importance of our position?

The Credit Manager in a Retail Store doing a large volume of credit business is the greatest single power for good or evil in that organization. He can build or destroy business. I will make it stronger—he can make or break the organization with which he is connected.

His greatest opportunity as a business builder is presented when he receives an application for an account. The thought foremost in his mind must be not of today or tomorrow but also of future generations.

First impressions last longest and if a new customer is handled with that tact, courtesy and consideration to which he or she is entitled you have made a friend for your business home, and an impression which cannot be eradicated.

In the J. L. Hudson Co. we endeavor to study human nature and to sell something besides merchandise—SERVICE, and I make use of this word with serious consideration, for it is one of the most abused words in the English language—we endeavor to give everything the word is expected to imply.

Our men have been instructed to be liberally conservative in credit granting, to take any reasonable business chance, to authorize the delivery of merchandise immediately to any new applicant for credit who in their judgment will be entitled to the courtesy when all the information has been obtained.

We may have losses through this policy but the percentage is so small that it cannot be considered a factor. We use the long distance telephone and the telegraph when deemed advisable to obtain the information which will enable us to give real service to our customers.

We have in Detroit a merchant owned bureau for gathering and disseminating information which is working on the basis of co-operation; by this I mean the credit men are supporting the Bureau and the Bureau supporting the credit men. The credit men of our city are working in harmony—we believe in the 50-50 basis and do not place on it the same interpretation of a butcher recently hailed before a court of justice.

He specialized in rabbit sausages and was selling so many that the pure food inspectors were somewhat suspicious about the source

of supply. His place was watched and they could not reconcile the amount of rabbit sausage coming out of the front door with the number of rabbits going in the back.

He was accused of selling horse meat and finally after due grilling acknowledged that he used a little meat of the horse. As a result of more grilling he said that his sausages were made on the 50-50 basis but when it came to a show down he reluctantly admitted that his idea of 50-50 was one horse to one rabbit. This is not our idea of 50-50 in Detroit.

Today we had some discussion about limits—how to control them—and we had numerous suggestions but I did not hear any one say that we can watch limits to the point of restricting good business but many of us have this fault.

There is one thing we can never forget—the honesty of the American public. Were it not for this we could not conduct our Credit Department as we do. When I am not feeling very good I have placed the percentage at 99 but when I am feeling better have raised it to 99½ and I have been able to prove it to my own satisfaction, and I think I can prove it to yours.

Is there a man in the conference whose credit losses reach one percent of their charge business? No. Make the figure ½ of 1% or less. If we collect 99½% that must also be the percentage of honest people.

Most of us have a larger loss this year than formerly, due to conditions which may have made us Super Sales Managers. With the fall in the price of merchandise was it better to charge 100 cents on the dollar or play safe in credits and take a merchandise loss of from 25 to 33½%?

In my judgment if your credit losses had been 2% this year based on liberality of credit under existing conditions you should be commended and not condemned.

A credit manager to reach the plane in which he belongs must sell his job to the boss first, then sell himself and if he cannot accomplish this result he has been "weighed in the balance and found wanting."

Therefore, as Credit Managers let us so conduct our business relations that we can look every man in the eye and that when our time comes to pass into the great beyond it can be said in all sincerity and truth that the world is just a little bit better than we have lived. Then we will all meet in a heaven created for Credit Managers.

Proposed Amendment to Bankruptcy Act

(Continued from page 22.)

Such person would have to periodically report to the Court and make statement under oath as to his income and financial condition, and when the latter warranted it, would be compelled to begin deposits with the Court, these deposits being used to liquidate his indebtedness until entirely cleared.

How would an act of this kind affect settlement?

My own belief is that it would only have the effect of increasing any offer of settlement that might be proffered by a debtor—it would place the creditor in the position of having the upper hand, whereas now the law, in a way, places him at a disadvantage where the known assets are uncertain.

The majority of those who are so hopelessly involved that final settlement would be nigh to impossible are now relieved of their indebtedness through mutual adjustment with creditors.

The various boards of trade, I believe, when they find a debtor who is honest in his statements and doing as much as can reasonably be expected, voluntarily release him from his indebtedness.

Would it have the contrary effect of causing creditors to force bankruptcy rather than take a just settlement?

The Court, I should say, should have a final jurisdiction in such cases.

For the last 25 years my experience has been, to a very great extent, with the retailer's problems, and I have seen numerous instances of persons taking advantage of bankruptcy, relieving themselves of from two to five thousand dollars' indebtedness, and making strenuous avowal at the time that they did not mean to get the better of those who had extended them credit, and that they intended as soon as they were on their feet, to liquidate same.

At the time I am firmly convinced that many of them were sincere in their statements, but the psychology of the human mind is peculiar and they appear to have entirely forgotten their promises, though many, in a comparatively short time, had recovered from their financial sickness and were in a position to liquidate.

It is admitted that there are times when business firms, corporations and individuals in business are forced to the wall through circumstances beyond their control and when there may be justification for the taking of bankruptcy, but certainly this does and should not apply to the individual or the bills incurred by the individual with the retail trade.

[Editor's Note:—It was the intention of Mr. Loewi to bring this subject up at the National convention at Houston, but opportunity did not present itself. Mr. Loewi invites discussion of the subject and would be pleased to receive the views of the credit men of the country on same.]

Credit and Cooperation

By J. H. Combs

Secretary Retail Merchants Board, Columbus, Ohio

Being an Address Delivered at the Ohio State Conference, Toledo, Ohio, Feb. 23, 1922

THERE are two classes of men holding responsible positions in the business world in this country who command my profound respect and admiration and at the same time have my sincere sympathy and condolence. I refer to the credit men and claim adjusters in a retail store. If there is a more trying, annoying, perplexing, vexatious and nerve-racking position than these men occupy, I have never been able to discover it in connection with a retail establishment. Both of them are located usually about midway between the devil and the deep blue sea, condemned on one hand if they do and damned on the other hand if they don't and in the hundreds of difficult problems they are called upon to solve, they are constantly in the position of serving two masters, first the store and second an exacting and sometimes unreasoning public. From the nature of their work, both of these men become the all around general buffer for the entire store.

Of these two occupations, that of the credit man is by far the most important in its financial relations to a retail store. Many of these men pass upon credits in a single large store involving millions of dollars in sales every year and in the same proportion relative to the size of the business, their work is of equal value and importance in the smaller stores and yet in a large majority of the stores in this country both large and small, there is not a job in the entire retail establishment that is so under-estimated, so little appreciated and so misunderstood as the job of the credit man. He can make or break any ordinary establishment, he can build up business or he can drive it away, he can make the store popular or he can make it mighty unpopular with the credit trade. His mistakes and poor judgment may mean loss of trade, loss of money and perhaps business failure at the end of the year while his tact, diplomacy, good judgment and keen perception may mean the saving of vast sums of money, greater profit and a much better business at the close of each year. Such is the tremendous responsibility imposed upon the average credit man in any retail or industrial establishment, a responsibility that he must assume and for which he must be held accountable at all times.

I am asked to speak on how can a retail store best assist and cooperate with their own credit departments. I can only relate

my own personal opinions based upon close observations in personal contact with the business of retail stores in connection with my own position as a Retail Association Secretary. I am willing to give you these frank expressions based upon such contact and information.

In my judgment, about 25 per cent of the store proprietors and managers throughout this country appreciate their own credit departments while there are scores of others who simply realize that way off in some remote corner of their establishment, there is a hole in the wall with a sign over the door which says "Credit Department" and a man is employed there who sits behind a desk in a dingy room, to pass out credit information and to occasionally determine whether certain people can be trusted or not or should be permitted to open a charge account. In many cases, this man seldom comes in contact with the general manager, he very rarely meets many of the store's employees and if a department manager calls upon him, it is to inquire "Why in Hell he refused to O. K. a certain charge purchase just made in my department when the woman who made the purchase is perfectly all right, every clerk in my department says so, we spent an hour trying to sell her and now you turn her down."

In these strenuous days of close competition, the great factor uppermost in the minds of all store owners, proprietors or managers, is to get the business, to get volume of business at a reasonable profit of course, to retain their old trade and to make new friends and new customers for their own particular establishment. This is the natural sequence of business and in this connection, let me relate the recent experience of a credit manager of my acquaintance located in another city.

A certain well known lady whom we will call Mrs. Brown, desired to increase her charge account in the store about \$500.00 by the purchase of an expensive fur coat. Upon careful investigation by the credit man, the charge was refused by him because the business affairs of Mr. Brown were in bad shape, the whole family were reckless and extravagant spenders, they owed nearly everybody in town and were sometimes unable to meet even current expenses. Highly indignant at this treatment and with an air of great personal injury, Mrs. Brown sought the general manager and told him her story of injury to

her credit reputation at the hands of the terrible credit man. As she sat before the manager, dressed in fashionable attire, moving in the best society circles, well known and well liked, as he knew, he had visions only of the loss of her business and its effect upon the store, that the Brown family and all their friends would no doubt begin to trade with his competitors and he could not afford to take a chance of losing them. With this in mind, he called upon the Credit Department and said, "Mrs. Brown is in my office now. Why did you refuse to extend her any more credit?" The credit man fully explained the result of his investigations to which the General Manager replied, "Oh, Hell, they are all right. I've known 'em for years. Give her what she wants. They are among our best customers and we can't afford to lose their trade." Mrs. Brown got the coat and six months later it was reported to the Manager that Mr. Brown had failed, that he had been doing business for some time on a financial bluff, that they were moving out of town and that an account of \$600.00 at this store was uncollectable and a total loss. Then the Manager said to the credit man, "How in the devil did you let that Brown family get into us that way? You should have known better. You should have investigated their affairs fully. Now we stand to lose \$600.00. Hereafter you must be more careful and consult with me more often in such cases. We must not be so careless with our credits." The credit man retired to the corner of his dingy office and wondered if there was a place called Heaven and if people there were really honest and square with each other and with themselves or did they also pass the buck on to their subordinates. Did it ever happen to you?

The time has now arrived in retail business when the proprietors and managers of successful, well regulated stores are more carefully watching their credit systems and are more anxious and willing to assist the credit managers in avoiding the dangers of bad accounts. There are many ways in which this can be accomplished. It would seem to me that the credit department should at all times receive the willing cooperation of all the responsible employees of the entire store from the executive office, the superintendent, the financial management, the buyers and the department managers and also from the sales people and that there should be a mutual understanding between

all of them to protect the store from unreliable and unsatisfactory charge accounts.

It would also seem to me that credit matters should be frankly discussed at buyers' meetings and that every department manager should be directed to instruct and to educate the sales force in his department as to the dangers of credits and the desirability of cash sales. How many times there is a feeling of enmity and distrust between the selling force of a retail store and the credit manager's office, when a sale is lost and a customer is offended because a charge account or an increase of credit has been refused! There should be a mutual feeling of sympathy and understanding between all of these forces, a unity of purpose, a common desire to help each other to protect the entire store through a combined effort to promote cash sales or to secure safe and collectable accounts where charge accounts were necessary.

In my frequent journeys through retail stores, I observe many curious things which invariably reflect the character of the store itself. When in other large cities, I always visit the large dry goods and department stores, to study their systems and methods of making sales and handling customers. A half hour spent upon the floor of any large store, making a few small purchases, talking with the sales people, watching their treatment of customers and observing the general deportment of all employees, will give me a very accurate knowledge of the general policy of that particular store.

In one of our Toledo stores some weeks ago, two well dressed ladies approached the toilet goods counter to make a purchase. We will call them Mrs. Jones and Mrs. Smith. A young girl stood behind the counter, a girl of the bobbed hair variety, with painted cheeks, red lips, dreamy eyes and the usual "nobody home" expression. She evidently belonged to that gushing family of young feminine imbeciles whose unbuckled goloshes flap around their spindle legs like the sails of a ship in a hurricane. She was just telling her chum about the dance she attended the night before where she met the handsomest, most exquisite, lovely young man she ever "seen" and then she quietly stuck her gum under the show case and turned to wait upon her customers.

Mrs. Jones desired to purchase some perfume. Without a moment's thought, from the appearance of her customer, as to the quality or kind of perfume she might desire, this clerk brought out the cheapest she had in stock, large bottles with gaudy labels, all for 25 cents. Mrs. Jones sniffed. It required twenty minutes to reach the best the store afforded and eventually, Mrs. Jones purchased a small \$7.00 bottle of the best she could get. Ah! Here was the golden opportunity to curry favor with a millionaire customer, so as Mrs. Jones opened her purse to pay for the article, the sweet voice of the

clerk warbled; "Now Madam, wouldn't you like to have this charged?" Mrs. Jones hesitated a moment and said, "Why yes, I guess so. I have an account here and I have other purchases to make elsewhere, so charge it please." But that was not enough.

While the charge account was going through, the sweet voice behind the counter again warbled, "Now Mrs. Jones, can't we deliver this for you? We are so glad to render such service to our best customers." Mrs. Jones already reaching for the package, again hesitated and said, "Why yes, I hadn't thought of that. I guess you had better send it out." Then as an afterthought and a fitting climax to the whole transaction, the clerk said, "Oh say, Mrs. Jones, let me mark this special delivery. It will be sure to reach you then in case you should want it this evening." And so it was marked special delivery.

Think of the time lost in making this sale. Think of the three transactions connected with it, all of them expensive to the store, all of them unnecessary and not requested by the customer, and all of them suggested by the sales person. I witnessed this entire transaction and as I left the department, the clerk recovered her gum and was saying to her companion, "Now, I'll tell the world, that if I ever meet that swell young chap again, I sure will give him my love, etc." I presume she will have it charged and send it to him special delivery.

How many charge requests come to your department every day emanating from a source like this which require your time and attention and are made necessary by the careless, thoughtless, inattention of some uninstructed, uninformed but well meaning sales person? How many charge accounts accumulate in every store every year because there is not a proper understanding and cooperation between the credit department and the rest of the store?

The case I have cited is not an exception nor is it unusual. It happens in all stores throughout the country that employ any number of clerks. I do not claim it is possible to entirely prevent it but it can be corrected to a great extent by a more careful selection of sales people and by a process of training and education directed by a careful, intelligent, efficient department manager who appreciates and works with the store's credit department.

It has been my observation in reference to retail stores that the people to whom credit is extended and who themselves ask for a charge account can be divided mainly into three classes: The wealthy or society class, the great middle class and the class of unreliable citizens who seek credit for some ulterior motive. Let us review these classes for just a moment.

I am told and I believe it is true, as a rule that the wealthy class are the slowest pay, the most annoying, that they pay the least at-

tention to their accounts, that their requests and demands are the most unreasonable and that they are offended more quickly under the least provocation than any other class in proportion to the extent of their business transactions. This does not include all of the rich customers by any means. There are always exceptions to any rule but in the main, the wealthy are more difficult to please, more haughty, arrogant, self-willed and independent.

I know of cases where men and women in moderate circumstances have been fair and reasonable in their business dealings, have made a special effort to meet their bills promptly, to do as they would like to be done by but when wealth came to those same people by inheritance or by fortunate business ventures, their whole mental attitude became changed, they seemed to lose their sense of fairness and justice, their views of life and their interest in humanity were entirely different and consciously or unconsciously, they assumed the attitude that such a large portion of the face of the earth now belonged to them that all the rest of the inhabitants including retail merchants, were only born to wait on them and to do their bidding.

I am entirely unable to understand the peculiar psychology in this transition from a moderate income to one of great wealth and the fear of its influence and effect upon me has always checked my ambitions to become a multi-millionaire so I decided long ago to remain with the middle class.

The people of the great middle class, as a rule, ask for credit for sane and sensible reasons. They are responsible and reliable as a rule and obtain credit as a temporary convenience to themselves, desiring to purchase something they need or want particularly or that may be necessary for them to buy without having the ready cash at hand and I contend that in a vast majority of cases, such purchases are made with every intention on the part of the purchaser to pay such bills with reasonable promptness and I further contend that when trouble arises or disputes occur or misunderstandings come up, that they are more easily adjusted and settled with more fair and reasonable consideration from the middle class than from any other.

The third class, while they may be responsible, are unreliable and undesirable customers. I refer to the type of women who use a charge account largely as a convenience for the return of merchandise, just to suit their own personal whims and desires, to enable them to throw the goods in the face of the claim adjuster and say, "Keep your old goods, they are only charged anyhow and I never will pay for them, so there." You will find this species of women shoppers in every city and they are not entitled to any credit anywhere at any time, no matter how responsible they may be and

there should be concerted action taken by any organized group of stores to deprive them of credit and thereby protect the merchants from the malicious abuse practiced upon them by women of this class. Their operations can be taken as most conclusive proof that at all times there should be the closest possible cooperation between the claim adjuster's department and the credit men.

In this third class, I also refer to the would-be rich, to the people who are really sailing under false colors, who struggle desperately to keep up appearances, who live far beyond their means as they flutter on the fringe of society, who have a regular champagne appetite with a beer income, who furnish a home luxuriously (on the installment plan) who give select receptions and swell dinner parties which the society columns mention (with covers laid for ten) where the plates were borrowed and the chairs were loaned from the neighbors; who eat off the kitchen table and have cold beans for, who take joy rides on Sunday and don't up and look like a million dollars on the street but look like hell at home, who drive an automobile that they know they can't pay for, who take joy rides on Sunday and don't pay for the gas they use, who smoke choice cigars in public and a corn-cob pipe with cheap tobacco on their own back porch, who always go to all the shows and who look so complacently down upon the common people from their box seat at the opera. You know the type—every city, large or small, has some well developed specimens of this class, who are a constant menace to the public in general, a prey upon the retail merchants and a source of never-ending trouble to the credit man.

While I have never been a credit manager

nor have I ever been employed in a retail store, yet because of my constant affiliation with merchants, buyers, department heads and others in the business, I believe that many years' experience and observation have enabled me to realize and appreciate the trials and tribulations of the retail credit man. I would not hold him to be infallible—I would not intimate that he does not make mistakes—I would not claim that his judgment is always correct because he is human like the rest of us but I do claim that as a rule in a majority of stores throughout this country, his position is not understood and the value and importance of his work has not been appreciated as it should have been.

I am about to become more directly and more intimately connected with the work of the credit men. I have been selected as General Manager of the combined organization of the Retail Merchants' Board and the Retail Merchants' Credit Co. of this city, such merger having recently been perfected. This new title came to me entirely unsolicited. I already realize that I have not assumed a position but I have contracted a job. However, I assume its responsibilities with a fair understanding of what it involves and with a hope and ambition to build up in Toledo, a successful, active and efficient Retail Credit Bureau that will render valuable service to the business interests of this community and to the country at large.

In conclusion, let me say as they used to say at Methodist prayer meetings, "I ask an interest in your prayers and hope that I may be found ever faithful to the cause," and as I get into this work and become more familiar with its problems, I shall expect and endeavor to render every possible service for the success of the Ohio group of Re-

tail Credit Men and also the great National Organization.

Organized cooperation, carefully and honestly conducted, means success; timely assistance, helpful advice and frank exchange of ideas and information mean increased efficiency and I fully believe as credit department managers and as credit bureau managers, that our acquaintance with each other over this great state or throughout this country, cannot fail to be mutually profitable and to rebound to our own credit by promoting the best interests of those by whom we are employed.

And so I am pleased to join your class, to become one of you and "with the Angels stand." To my mind, there is no question about the future of the credit man when he completes his work on the earth. His destination is heavenward and is already fixed. St. Peter will meet him, will throw open wide the pearly gates and say, "Welcome to our Celestial City, Mr. Credit Man. Enter thou into the Kingdom of Perpetual Rest. You had *your* troubles and trials on Earth and now your reward shall be great. Your harp hangs on a peg by the Heavenly Throne. Go get it and take your seat over there with the other credit men. There will be no credit ratings here, no credit information, no credit bureaus. There will be no scolding managers, no angry women confronting you, no cross department managers, no bobbed-haired clerks to make you trouble. We pay cash for our harps and cash for everything, we have no charge accounts—this is a strictly cash place."

And then the worthy credit man extends a greeting to his earthly brothers, picks up his harp and says, "This is the Heaven I've dreamed about."

Special Warnings

De Lorme, Charles.

This party is wanted in Cleveland, formerly employed as Advertising Manager for a newspaper. Supposed to have gone to New York. He is about 56 years of age, 5 ft. 4 in. tall, weighs about 200 lbs., very stout and broad shouldered. Has gray hair mixed with black, wears a toupee, has no teeth. Speaks with a German accent, eyebrows are rather bushy and heavy. Wears glasses, face full and fleshy, ruddy complexion. Carries himself erect and walks with a firm, short step. Understand he also worked in New Orleans in 1920 under name of B. Katscher. If you know his whereabouts, advise National Office.

Con Gang in Jail in Fort Lauderdale, Florida.

Twelve alleged confidence men of wire-tapping variety, were rounded up in a raid

on their headquarters. The names given are as follows: J. E. Knox, New York, E. J. Sellers, New York, Wm. Fenton, Kansas City, Tom Tracy, Lexington, Ky., Albert Ross, Detroit, Harold Rosen, Lynn, Mass., James Bowden, Charlotte, N. C., John Ford, Louisville, Ky., Michael O'Flannagan, Huntington, W. Va., C. Watson and John Moore, Portland, Ore. If you are interested, wire National Office.

Ormsbee, Lee.

This party is wanted in Canton, Ohio and Louisville, Ohio, a suburb of Canton. Is in the habit of moving to a place, living there a short time, and opening all the accounts he can, then leaving over night.

Shingular or Shinguleur, J. A.

This party is a telegraph operator; also a Salesman for Fuller Brushes. He is

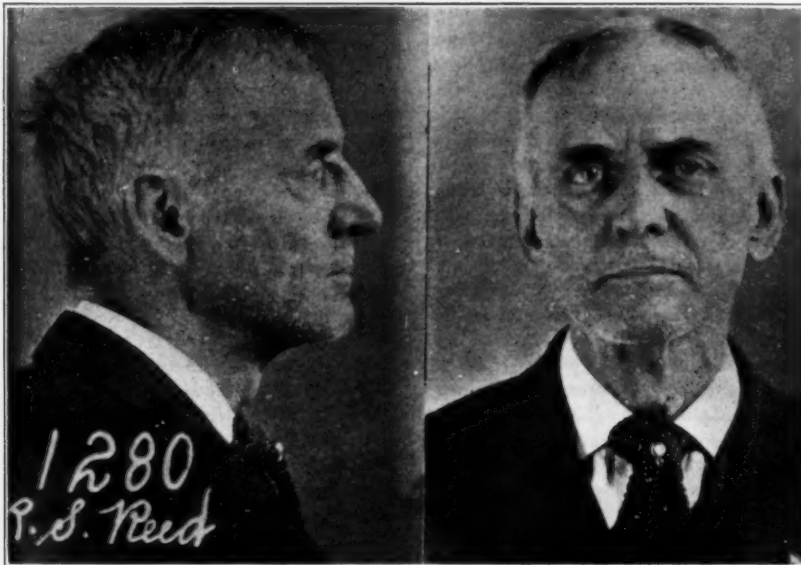
wanted in Colorado, Springs, Colo. He presented a Customers' Draft which was cashed on Miss A. C. Shingular or Shinguleur, of 149 East 40th St., New York, but the draft was returned.

Kempner, R. E.

Beware of a party using the name of R. E. Kempner, and posing as a Brother to Mr. Ike Kempner of Little Rock, Ark. Understand this party is passing worthless checks, recently in Cleveland. Seems to be well acquainted with Mr. Kempner and his personal and business associates, but is a fraud.

Peterson, Harry, or Olson.

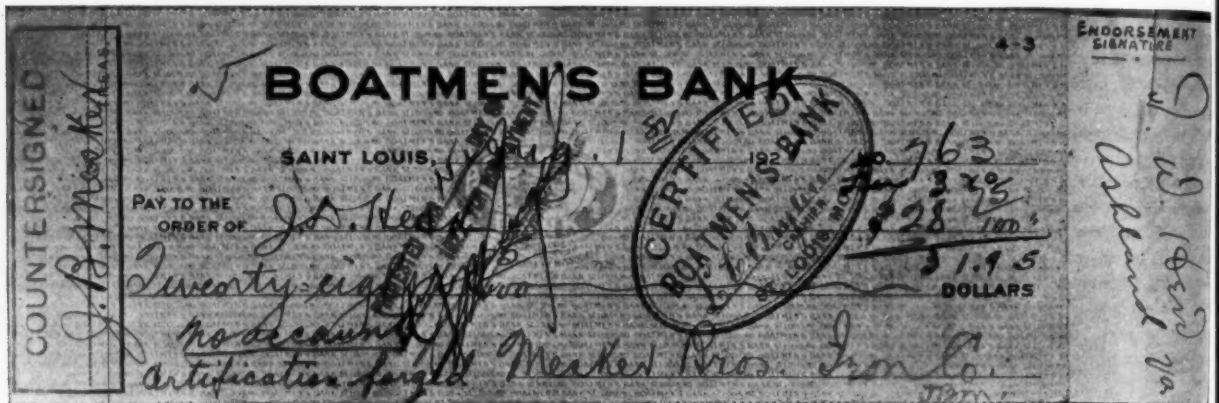
Be on lookout for printed checks, which bear name of The Farmers Grain & Live Stock Company, Lafayette, Iowa. This check is printed on proof paper, and is gotten up in very fine style, stamped across the face is



Through the Courtesy of Bodekers National Detective Agency of Birmingham, Alabama, we publish herewith photograph of J. D. Howe, alias G. R. Green.

This is the fellow who has been putting over Certified Bank Checks like the one shown below.

He is described as follows: Age 65, in 1919—Height 5 ft. 5½ inches—Hair Grey—Eyes, Chestnut—Weight, 138 lbs.—Marks, 3rd joint right little finger is stiff—Large Operation Scar at abdomen—Criminal Record—Minnesota Prison—Richmond, Va.—Freeport, Ill.—Joliet, Ill.—and Waterbury, Conn.—and is now under indictment for forgery at Beaumont, Texas—Finger print records can be had from Police Department there. This man is also wanted by the U. S. Postal Authorities at Birmingham, Ala., and should he be apprehended please wire the Bodeker National Detective Agency, Inc., 210 Brown Marx Building, Birmingham, Ala., at their expense, or your National Office.



"PAYROLL ACCOUNT." Checks made out to Harry Peterson or Olson, may use other names, seems favorable to Swedes. If apprehended, wire National Office.

Cowan, J. H.

Recently a party visited Des Moines, Ia., presented a check payable to G. H. Cowan, drawn on Boatmen's Bank of St. Louis, signed by APEX ELECTRICAL DISTRIBUTING CO., George Woodnorth, District Manager, check returned "No Account", gave his address as St. Joseph, Mo. Had plenty of identification in way of letters from Apex Company.

Trout, H. L., or T. H. Loyd.

CHANGE ARTISTS:—One calls at the Cashier's desk and gets change for \$50.00, finally for another \$50.00. The second calls and gets change for \$10.00 all in dollar bills, he then wants change for \$100.00 (knowing about the 2 \$50 in drawtr). He is in shirt sleeves, without a hat, in a big hurry. In the hurry he finally concludes to keep the \$100.00 bill, but in the meantime he has also gotten one of the \$50's and \$50.00 worth

of smaller bills. One was 5 ft. 9 in. 140 lbs., dark brown hair. The other medium height, heavy set, dark hair.

Royer, I. B.

This party is now being held in Baltimore, has been drawing checks on Farmers National Bank of Reading, Pa. Understand he has operated throughout the Eastern Section of the Country, succeeding in passing checks in Baltimore, Washington, Philadelphia and Pennsylvania towns. If you are interested, wire National Office at once.

BOGUS CHECK OPERATOR, posing as a CARPENTER, now understood to be under arrest. He worked in several Cities in Texas and Oklahoma. If interested, wire National Office.

Anderson, Henry.

This party, a colored man, passed stolen money orders in Grand Rapids, Michigan. Money Order Blanks were stolen in Detroit one year ago. He presents a telegram from his brother informing him that he is sending him the money by P. O. Money Order.

Stewart, Bob, Alias Arthur Bailey.

An unknown young man using name of Bob Stewart and Texas Construction Company has passed a number of checks in Fort Worth, Texas. He is 21 or 22 years old, 5 ft. 11in. tall, 150 lbs., dark complexion, brown hair and brown eyes. Wearing WHITE WOOL SWEATER, with letter "B" in green on left side, gray cap and brogue shoes. Claimed to be student of Texas Christian University, a local institution. This young man we understand previously operated in Mexia, Texas under name of Arthur Bailey with checks signed "Stewart Construction Co. and Barnes Construction Co." Usually passes checks on Men's Furn. Stores.

THE FOLLOWING LETTER received by our St. Louis Office, from R. C. Dalies, formerly 5883a Etzel Ave., St. Louis, Mo. "I have always been a resident of St. Louis and am employed by the Gulf States Steel Co. of Birmingham as a Sales Agent. I has just been informed my wife has skipped out of Town selling everything in the household, including my Ford Coupe. No doubt

she has bought merchandise on credit at the different Stores before leaving and will continue this practice where she goes. I am asking the Credit organization to post a notice that I am no longer responsible for any debts contracted by my wife, Mrs. R. C. Dalies, or Mrs. Donna Dalies."

\$25.00 REWARD Offered by Bodeker's National Detective Agency, Birmingham.

For the arrest of James Cowan, who passed check of \$109.00 drawn on The Washington Bank & Savings Co., Cincinnati, O., payable to Jas. Cowan, signed John Boslin, Jr., Treas. 45 years old, 5 ft. 7 in., weighs 180 lbs., dark complexion, brown hair, has mole or bump on left side of mouth, good talker.

Also, J. T. Mills.

Who passed check of \$77.10 on State Bank, Clinton, Ill., made payable to J. T. Mills, signed Imperial Glass Works, P. A. Dudley, Sec.-Treas. 35 years, 5 ft. 7 in., 150 lbs., blue eyes, auburn hair, light complexion, smooth shaven, good appearance. He presents business card of Imperial Glass Works of Clinton, Ill., claims expense check.

Also, Carl L. Clark, Alias J. H. Clark, and Emanuel W. Johnson.

Passed check on the Sullivan County Loan & Trust Co., Sullivan, Ind. He is 30 or 35 years, 5 ft. 7 or 8 in., weighs 165 lbs., dark hair, turning gray, dark complexion, smooth face, has peculiar-shaped head sometimes called "Egg Shaped." This party while in Birmingham, drove a Jordan Auto, gave his address as Chicago, Ill. He carries American Legion card No. 139 of the Sullivan, Indiana, Post.

Oquim, Mural.

This party recently passed checks in Lincoln, Nebraska, on the First Bank & Trust Co., Du Quoin, Illinois, payable to Mural Oquim, signed C. C. Dunn, Cashier. Purchased some groceries, presented check, receiving balance in cash. He is a young man, smooth shaven, well dressed, weighs probably 140 lbs.

Meyers, B. F.

Be on lookout for party drawing checks on Central National Bank, Wilmington, Delaware, signing name of B. F. Meyers.

Young, Justin D.

Present address is wanted of this party, last address Omaha, connected with brokerage House in Omaha, and lived 3215 California St., supposed to have gone to Minneapolis. At one time lived in Denver.

Ingles, William.

We are informed party using above name passed checks in New York drawn on First National Bank of East Radford, Va. Claimed to be connected with Miller, Franklin Basset

& Co., New York. He is short, about 30 years, 140 lbs., clean cut, apparently well educated.

Switzer, William C.

We understand this party is traveling about the Country in a Studebaker Car, and is wanted by some of our members, advise National Office if he appears in your City.

Klein, Herman.

This party we understand recently was in Orlando, Florida, seems to know the Poultry Business, bought \$40.00 worth of baby chicks, offered a certified check on Everglades Dade Transfer Co. by M. E. Klein Co., certified by Amos Rigdon, with regular Rubber Stamp, collected difference in cash. The Bank at Moore Haven, where the checks were to be shipped pronounced same a forgery. He is 5 ft. 11 in. tall, slim build, blue or grey eyes, wears glasses.

France, Clyde R.

We are anxious to locate the above party, is an electrician, at one time in Duluth, Minn., left for the West, thought to have gone to Butte, Mont. Understand a reward is offered for locating this debtor.

Fretig, August J.

One of our members is very anxious to locate this party, formerly lived at 205 South 26th St., Omaha, Nebraska. Was connected with Omaha Daily Tribune as Advertising Manager, supposed to have moved to Grand Rapids, Michigan, and was connected with Home Tire Rubber Corporation, left for parts unknown. Advise National Office if you know his address.

Gill, Frank N.

We are anxious to locate this party, formerly lived 1922 Carr Ave., Memphis, Tenn., supposed to have gone to California.

Lewis, Ebert.

Formerly 2502 N. 24th St., Omaha, a Plasterer.

Shearer, Geo. A.

Formerly of 4507 N. 41st St., Omaha, Nebr., a carpenter by trade, understand has moved to California.

Finger, Sam A.

Formerly of 2144 West Fifth St., Davenport, Iowa, is a lawyer. Advise National Office if you know his present address.

Bacon, E. C.

Address wanted of this party, formerly 4119 Maryland Ave., and 4461 Olive St., St. Louis, Mo., formerly connected with Blue Bird Washing Machine Co., also at one time lived in Toledo and Battle Ground, Ind.

Turner, George, Alias Jerome Bloomfield, Jerome Louis, J. Greenspan.

This party under arrest in Nashville, Tenn., believe he has passed checks in other

Cities. Passing checks on Corn Exchange Bank of New York, printed form of J. Bloomfield & Co., also checks on West Side Trust Co., of Chicago, printed form of Chicago Mercantile Co., B. Greenspan and L. Greenspan. Is a Hebrew, 26 years of age, 5 ft., weighs 101 lbs., brown eyes, dark hair, heavy black beard, claims to be a representative of J. Bloomfield & Co., of New York, understand he recently put over checks in Birmingham, Ala.

Herd, J. D., and J. B. Howard, and Hamilton.

Parties using these names still operating. Understand two men and a girl recently visited Chicago, they may operate together or separately, cashing checks of various descriptions, some stolen from the mail, others especially printed. One fellow about 150 lbs., brown hair and eyes, small soft hands like a woman, has a powder burn or scar on right side of neck, may give name of J. B. Howard, or J. D. Herd, or whatever name appears on stolen check. The other whose name is Hamilton, about 25 years old, 5 ft. 6 in. tall, 150-160 lbs., reddish complexion, sandy hair. The girl is about 25 yrs. old, well dressed, very good looking. Men well informed on all lines of Machinery, claim to represent an Electric Welding Co., also Rush Machinery Co., Wilson Machinery Co., and operates under names of Lumber Companies.

Weldon, E. E.

This party was arrested in Birmingham, states he is from Louisville, Ky., when arrested had in his possession \$12,000 in checks drawn on First National Bank of Lawrenceburg, Tenn., payable to Hanover National Bank of New York. Represented himself as Salesman for an Adding Machine Firm.

Killingsworth, J. E.

This party recently arrested in Birmingham, claims his home is in Leechville, N. C., passing certified checks, had in his possession checks totaling \$800.00, Cashier Checks made payable to the Carolina Trust Company, Sanford, N. C. guaranteed by Mechanics and Metals Trust National Bank of New York, there is no such Bank as North Carolina Trust Co. He would write letters to himself, supposed to be from his Son, enclosing check.

Anderson, T. O.—Adams, T. O. Adams, Tom—Leachman, W. L.—Dean, W. L.

The lady carrying 9 months old baby, giving various names as above, who put over checks in Oklahoma, Mississippi, Arkansas and Texas, was arrested in Frederick, Okla. She is about 33 years old, 5 ft. 6 in. tall, dark hair and eyes, carrying a bright eyed baby. If you want her, wire National Office at once.

Addresses Wanted

- Adams, C. D., Ft. Worth, Dallas and Waco, Texas, General Manager of the Overland Auto Co.
- Adams, Gilbert S., Kingston or Wilkesbarre, Pa., engaged in Chamber of Commerce or Publicity work, believe he has gone to Chicago.
- Adams, Mrs. Mary, 17 So. Broadway, Baltimore, Md., former address Germantown, Philadelphia, Pa.
- Akin, Homer, L., Ft. Worth, Texas, he formerly lived at Roanoke, Texas, a town about 18 miles north of Ft. Worth.
- Allen (Tubbs) Eliz., Wilmington, Del., supposed to be in Baltimore, Md.
- Auld, R. W., Denver Colo., railroad employee.
- Bacon, E. C., 4119 Maryland Ave., 4461 Olive St., St. Louis, Mo., connected with Blue Bird Washing Machine Co., at one time in Toledo, home supposed to be Battle Ground, Ind.
- Bartley, P. R., Central Hotel, Lincoln, Nebr.
- Bateman, Blanche, Wilmington, Del., supposed to be in Washington, D. C.
- Beckman, E. A., 311 S. 21 & Route 3, Lincoln, Nebraska.
- Bell, Albert, 4128 Delmar Bl., 3939 Olive, St. Louis, Washington Bowling Alley, De Sota Bowling Alley, now supposed to be in either Chicago or Cincinnati.
- Bennett, Roy, Raymond, Nebr.
- Branch, Wm. B., St. Louis, Mo., stock and bond brokerage business, also Lewis Brokerage Co.
- Browell, Mrs. J. M., 906 Eye St., N. W., Washington, D. C.
- Bruce, Miss Annette, 7615 Melrose, supposed to be living in Erie, Pa.
- Bullard, Jack, Kansas City, Victrola or musical instrument salesman, now supposed to be in Oklahoma City.
- Burkart, Leo J., 4167 Enright Ave., formerly with Landis Machine Co., 201 Gano Ave., St. Louis.
- Bush, Miss Roberta Y., 6423 Kenwood Ave., Chicago, Ill.
- Butts, Mrs. E. H., 1657 31st St., N. W., Washington, D. C.
- Caffee, Carlisle, Battle Creek, Mich., works in Ladies' Ready-to-Wear Store, or Millinery Store.
- Campbell, John E., 14505 Orinoco, Cleveland, Ohio.
- Campbell, Stanley L., Ft. Smith Ark., later Shawnee Okla., advertising solicitor operated Campbell Advertising Agency.
- Carter, G. C., Route 6, Lincoln, Nebr.
- Cavanaugh, Malcomb, 5809 Franklin, Cleveland, Ohio.
- Cohen, Samuel, 3296 Philadelphia Ave., W. Detroit, Michigan, retail raincoats and later wholesale butcher; supposed to have gone to New York City.
- Cooper, Miss Isbell, 3727 Sydenham St., Philadelphia, Pa.
- Corder, Edw., Evansville, Ind., furniture worker.
- Cox, J. Earle, Delaplaine, Ark., Corning, Ark., Knable, Ark., Eldorado, Ark.
- Crim, Cecil E., 1929 S. Cushman, Tacoma, Wash., window cleaner.
- Crispen, Riller, Wilmington, Del., formerly Penns Grove, N. J.
- Chapman, W. F. and wife, Ft. Collins, Colo., Chiropractors, they are said to have left Ft. Collins for some point in California.
- Chrisman, S. R., 920 U. St., Lincoln, Nebr.
- Cook, Fred S., Evansville, Ind., laborer.
- Cook, Guy A., 3963 W. Pine, St. Louis.
- Cooper, Willie, 2909 Lawton, St. Louis, Night Fireman Edison Lamp Wks. Clark & Ewing.
- Cordwell, Curren, 4356 Delmar Ave., St. Louis, Fuller Brush Co., Rialto Theatre Bldg.
- Crisler, Miss F., 1632 Summit Ave., Seattle, Washington, Clerk Dept. Store.
- Cruso, Julie, 1917 E. 70, Cleveland, Ohio.
- Culverson, J. C., Loveman, Joseph & Loeb, Dept. Store Supt., St. Louis.
- Cupples, Mrs. Bessie, Seward, Alaska, formerly dressmaker, 210 Broadway, Tacoma, Washington.
- Curtis, Dr. W. H., Herington, Okla.
- Cutright, Dr. D. A., Louisville, Kans.
- Davis, C. C., Ennis, Texas, railroad fireman.
- Decker, Harry A., 1131 Minna Place and 786 Snowden Circle, Memphis, Tenn., with Industrial Security Co.
- Dean, Robert E., 938 N. 25, Lincoln, Nebr.
- Deenin, Miss Betty, Chicago, Illinois, clerk formerly of Tacoma, Washington.
- Dennis, H. M., Denver, Colo.
- Devereaux, G., 1616 Compton, St. Louis, Auto & Motor Truck Axle Co., St. Louis, somewhere in Nebraska.
- Dexter, Miss A. T., 159 E. 104th St., New York, N. Y.
- Dibert, John, Wilmington, Del., Hometown, Hollidaysburg, Pa.
- Dillion, D. C., 420 W. Elm St., Oklahoma City, Okla., mill man.
- Dodd, John L., 2120 E. 19th, St. Louis, sign painter.
- Doty, L. M., Tacoma, Wash., Sacramento, Calif., ship yards, ship fitter.
- Dozier, Mr. E. S., 101 Haywood St., Asheville, N. C., now supposed to be in Washington, D. C.
- Driskell, Mr. H. P. He was reported in Los Angeles, Cal. Real estate business.
- Eaty, Henry, Evansville, Indiana, carpenter.
- Eisenhauer, Theo. G., Evansville, Ind., laborer.
- Emory, Herman, Harrington, Del.
- Fadin, Samuel, 2610 H. Street, Galveston, Texas, clothing salesman.
- Fagan, W. J., Seattle, Wash., asst. supt. ship yard.
- Farley, J. E., Fairfax, Okla., Wynona, Okla., supposed to have gone to California.
- Farnsworth, G. M., c-o Alexander Hotel, St. Louis, advertising.
- Fendrick, Bert, Evansville, Ind., taxi driver.
- Fisher, Mr. E. E., Raimer, Wash., laborer.
- Fisher, Mr. Marion, 221 S. Sutter St., Stockton, California, lumber laborer.
- Finger, Sam A., 2144 West Fifth St., Davenport, Ia., one time postmaster of Davenport.
- Fiske, Mrs. Olga De Rheim, 710 Ellis St. Apt. 23, San Francisco.
- Fitch, L. P., c-o Asst. Traffic Mgr. Mr. C. W. Owens, Southern Pac. R. R., Houston, Tex., railroad clerk.
- Flider, Frank, 222 S. 14th, 222 S. 19th, Lincoln, Nebr., also California.
- Fogle, Mrs. Arthur, 340 C. St., S. W., Washington, D. C.
- Forbes, Mr. F. P., Charleston, S. C. Employed in meat market. While in Roanoke, Va. he was steward at the Ponce De Leon Hotel. He is about fifty or fifty-five years of age. Believed to be in Connecticut.
- Fletcher, Geo. W., Sylvan, Wash., laborer.
- Fletcher, Mrs. John, Robertson Apt., Josephie, Mo.
- Former, Johnson, 7 N. Garrison, St. Louis.
- France, Clyde R., Duluth, Minn., electrician supposed to have gone to Butte, Mont.
- Freeks, Miss Verna, 314 Ave. D., San Antonio, Texas.
- Freeman, Miss Alice G., 605 W. 151 St., New York, N. Y.
- Fretig, August J., 205 S. 26th Ave., Adv. Mgr., Omaha Daily Tribune.
- Fricks, Mrs. Marie, 536 N. Webber Ave., Sioux Falls, S. D., left here for Oregon, previous address was Chicago.
- Gay, W. M., Coalmont, Ala., taxi cab.
- Gill, Mr. and Mrs. Frank N., 1922 Carr Ave., Memphis, Tenn., believed to have left here for some point in California.
- Gingell, Mrs. I. A., 1427 Chapin St., N. W., Washington.
- Glesner, Miss C., 918 M. St., N. W., Washington, D. C., saleslady, ladies' specialty house.
- Goodall, W. D., 4831 Page Ave., Kinloch Telephone Co., 10th & Locust, St. Louis.
- Greenwood, Mrs. Aline, 212 W. 39th St., Chattanooga, Tenn.
- Griffith, Maude S., Onalaska, Wash., nurse, formerly Tacoma, Wash.
- Guittar, S. F., 4672 St. Louis, St. Louis, Mo.
- Hader, John, parents at 2012a, E. Warne, St. Louis.
- Hale, F. L., 658 Poplar Ave., Memphis, Tenn., also 1888 Manila Ave., Memphis.
- Hansen, Chas., Enumclan, Wash., lumber man.

- Hargraves, Mrs. M. A., 6 Charles St., New York, N. Y.
- Hartman, Homer C., 205 Washington Str., Collinsville, Ills.
- Harton, O. R., 1848 Coventry, Cleveland, Ohio, bond salesman.
- Harwell, M. W., Greenville, Tex., meatcutter.
- Hawks, Miss Alys, 1127 Haven Ave., New York, N. Y.
- Henderson, O. C., Nampa, Idaho, accountant.
- Hennegan, Miss Z. H., 1620 16th St., N. W., Washington, D. C.
- Herrick, E. F., 10706 Elgin Ave., Cleveland, Ohio.
- Higdon, A. A., Louisville, Ky., laborer.
- Hill, Cecil Newton, Evansville, Ind., laborer.
- Hilson, Miss LaVide, Thief River Falls, Minn., teacher, formerly of Tacoma, Wash.
- Hinks, E. J., 4509 S. K., Tacoma, Wash., accountant.
- Hogan, Ira D., 847 South Main St., Salt Lake City, Utah, father lives near Salt Lake City and runs a ranch.
- Holah, Clarence E., 42 Coronado Apts., Omaha. Selznick Pictures Corp., was mgr. A. H. Blank Enterprise Co., Pittsburgh, Pa.
- Hassinger, J., 2737 W. St., Lincoln, Nebr.
- Holden, Mrs. M. F., 2321 St. Charles Ave., New Orleans, La.
- Holms, Ernest H., 1230 G. St., Lincoln, Nebr.
- Hopkins, Clarence, Colorado Springs, Colo.
- Horton, W. H., 5011a Devonshire Ave., formerly with St. Louis Fire Brick Co., 6100 Manchester, St. Louis, Mo.
- Howe, Miss Catherine, 600 N. 136th St., Apt. 2f., Huber, N. Y.
- Hulbert, Claude E., El Paso, Texas, printer, left El Paso about May, 1921, and is reported to have gone either to St. Louis or Indianapolis, Ind. His wife's name is Maude A. Hulbert.
- Humphrey, B., 1536 U. St., Lincoln, Nebr.
- Ingram, Edw., Detroit, Mich., laborer.
- Ingram, Robt. E., 1239 N. 13th St., Philadelphia, electrician, said to be in Los Angeles, Calif.
- Hubsch, Victor, wife Annetta, Youngstown, Ohio. In Youngstown was a foreign banker, later being mgr. of a pharmacy catering to a foreign trade. He is thought to have gone to N. Y. City.
- Huebner, Fred, Camp Travis, Texas, soldier.
- Jensen, Mr. E., 552 Morrison St., Portland, Ore., iron worker, formerly Tacoma, Wash.
- Jocelyn, Mrs. Vern V., 813 Aspen St., N. W., Washington D. C.
- Johnson, Mrs. E., Derby, Mont., elevator operator, Tacoma, Wash.
- Jones, Thomas M., Cane Creek, Ky., soldier, Camp Lewis, Wash.
- Joyce, Wm. G., 5260 E. Adams St., Chicago, Madison & Kedzie State Bank of Chicago. He recently left for St. Louis, to connect with a contracting firm.
- Kapolovitz Sam, 5908 Thackeray, Cleveland, Ohio.
- Kennedy, E. S., 4252a Castleman, Magson & Magson, Mo., Pacific Railway 7th & Poplar, St. Louis.
- Kenneth Burch, John, 5149 Page Ave., Plaza Theatre, Clara & Etzel, St. Joseph Mo.
- Kent, A. R., Wilkeson, Wash., Supt. of Schools.
- Kirkbride, C. W., St. Regis Hotel, San Francisco, Calif., auto salesman, formerly of Tacoma & Seattle, Wash.
- Kirsch, A., Park Avenue, St. Louis, Mo.
- Koenig, Evelyn, 1101 N. 30th Lincoln, Nebr.
- Kessler, G. O., Houston, Texas, with Western Weighing Inspection Co., Houston, Texas.
- Konton, John, Alliance, Ohio, Purity Chocolate Shop, supposed to have gone to Pekin, Ill.
- Kunkel, Dr. W. D., 937 Gordon St., Allantown, Pa.
- Kunkle, Miss Iva, Cherryvale, Va.
- Lambert, Mrs. Ross, Casper, Wyoming.
- LaRue, Jacques, Piper City, Ill.
- Lazerus, G. M., 1440 Rankin, Richmond Heights, St. Louis, Mo.
- Lee, Dr. J. O., Chillicothe, Mo.
- Legg, Jas. S., Wilmington, Delaware, supposed to be Wye Mills, Md.
- Lenpold, Harry, 1704 N. 10th St., Philadelphia, Pa., junk.
- Lepisto, Miss Marie, 1019 Terry Ave., Seattle, Washington, stenographer, formerly Tacoma, Wash.
- Lewis, Ebert, 2502 N. 24th St., Omaha, plasterer.
- Lindhorst, John, 5221 Gilmore Ave., St. Louis, Mo.
- Lovejoy, C., Fort Smith, Ark. with Light & Traction Co., of Ft. Smith, Ark., and later with some Electric Company, in Jacksonville, Fla.
- Lynes, Miss E., 3922 Prospect, supposed to be living in Akron, Ohio, Cleveland, Ohio.
- Lyon, Harry C., Chicago, Illinois, railroad man.
- Lyons, J. R., 1903 90, Cleveland, Ohio.
- Maple, Dr. J. E., c-o Morison Hotel, Chicago, Ill.
- McDonald, Chas. T., Raleigh, N. C., later Raleigh Hotel bond salesman.
- McClure, I. J., 1415 N. St., Lincoln, Nebr.
- Meloche, W. A., San Francisco, California, mining engineer.
- Mennie, Miss A. M., 557 S. Fremont Ave., Los Angeles, saleslady, formerly 516 No. D., Calif., Tacoma, Wash.
- Merriam, F. J., 917 Oak St., Kansas City, Mo.
- Meritz, Miss Sarah, 142 Branch St., Detroit, Mich. dressmaker.
- Metzner, Dr. Abraham, 7500 Kinsmore Rd. and 900 Parkway, Cleveland, Ohio, supposed to be in St. Louis.
- Middleton, Dr. C. S., 512 Frederick St., San Francisco, Cal.
- Miller, Albert, 228 D St., S. W., Auburn, Wash. railroad.
- Mitchell, Matthew, Evansville, Ind., coal miner.
- Montgomery, Dr. J. R., Chanute, Kans.
- Morai, Louis P., 5621 Scovill, Cleveland, O.
- Morgan, Mrs. Beatrice, 513 E. 7th Street, Oak Cliff, Dallas, Texas.
- Morgan, O. C., St. Louis, Mo., paper hanger and painter.
- Monroe, J. E., Springfield, Mo., linotype operator.
- Morrison, H. G., 3025 Lafayette Ave., business address, 717 Chestnut St., Fremont, Mo.
- Morton, Dr. A. G., San Diego, Calif., physician formerly of Tacoma, Wash.
- Murphy, Roger, Ft. Worth, Texas, Lucerne Apts., lumber man, left Tacoma, Wash.
- Myers, F. R., 7919 Kinsman, Cleveland, O.
- NaDel, Edwin C., Ft. Worth, Texas, NaDel Wheel & Body Co., is a painter by trade.
- Netter, Mrs. Peter, Worthington, Minn., Formerly Tacoma, Wash.
- Newton, Miss Feista, 1826 N. 51 St., Seattle, Wash.
- Norden, Mrs. G. H., 1677 E. 93, Cleveland, Ohio.
- Olson, Edw., 3612 S. 9th, Tacoma, Wash., railroad.
- O'Neil, Mrs. J. P., 131 Delaware Ave., Buffalo, N. Y.
- O'Phelan, John I., Rayomnd, Wash.
- O'Sullivan, Mrs. J. E., 1811 E. 63, Cleveland, Ohio.
- Ormsbee, Lee, Louisville, Ohio, a suburb of Canton, Ohio.
- Orr, Geo., 702 Terminal Bldg., Lincoln, Nebr.
- Osborn, James C., c-o Roslyn Hotel, Los Angeles, Calif.
- Parsons, W. F., 3871 Windsor, 1404a Arlington R. I. R. R., Carrie & Bulwer, St. Louis.
- Pearce, Mrs. F. J., 8308 Wade Park, Cleveland, Ohio.
- Peltzer, Herman J., Kansas City, automobile salesman, supposed to be in California.
- Perry, Mrs. Martha, Wilmington, Del., supposed to be in Mechanicsburg, Pa.
- Phelps, Chas. H., 536 No. 9 th St., Lincoln, Nebraska.
- Pfleiderer, or Fleider, Frank, 709 S. 11 Lincoln, Superior, Nebr., said to have gone to California.
- Powell, Dr. C. L., Cubero, New Mexico.
- Pratt, Mrs. C. Jane, 8936 Euclid, Cleveland, Ohio.

Price, M. B., 501 Garrison Ave., Ft. Smith, Ark., barber.

Quackenbush, Miss Emily L., 2129 G. N. W., Washington, D. C.

Ray, Mrs. Hattie, Denver, Colo., husband R. R. man.

Raymond, C. W., Denver, Colo., Traction Co.

Reinberg, Mrs. Louise C., 1468 Elwood Ave., Lakewood Ohio.

Renteria, Mr. Antonio, 15105 N. St., Lincoln, Nebr., tailor, supposed to have gone to St. Louis, Chicago, or Omaha.

Requart, J. Fred., Washington, D. C., and Charleston, W. Va.

Rich, Dr. Hosea, No. 8, N. Sixth Street, Ft. Smith, Ark., operated Rich Optical Co., later went to Little Rock, Ark.

Rittue, Miss E. Carlyn, Apt. 129, The Cairo, Washington.

Rielly, Hazel, Baldie, Wash., waitress and cashier, Tacoma, Wash.

Rivers, Mrs. E. A., Steilacoom, Wash., nurse. Rockaway, Wm., St. Louis, Tulsa, Okla.

Roemer, V. H., Lima, Ohio. Said to have gone to Detroit, came to Lima from Cincinnati. Representing a Rubber Mfg. Co. of Cleveland.

Rosnock, Miss Anna, 75 You St., N. W. Washington, D. C.

Rothchild, E. J. Mrs., 976 Linn St., Cleveland, Ohio.

Samons, Mr. E., 820 S. Grange Ave., Sioux Falls, S. D., painter and paperhanger by trade.

Scates, Dr. H. R., Baxter Springs, Kans. Schumacher, Wm., 4920 Nottingham Ave., St. Louis, Mo.

Scneekraut, Jacob, 3296 Philadelphia Ave., W. Detroit, Mich., wholesale butcher, supposed to have gone to New York City.

Schwitzer, Mrs. Dorothy E., 32 Harrison St., Cherrydale, Va., or 1250 10th St., N. W.

Seydel, Mrs. J., 3204 Warren Ave., Chicago, Ill., formerly of Tacoma, Wash.

Shackelford, Miss Josie, formerly stationed at Camp Benning, Ga., field director American Red Cross.

Shearer, Geo. A., 4507 N. 41 St., Omaha, carpenter, moved to California.

Shirrel, S. W., Yakima, Wash., formerly 8201 S. B., Tacoma, Wash.

Shuttleworth, Jesse, Evansville, Ind., insurance agent.

Simmons, Chas. L., 20 S. Sixth Street, Ft. Smith, Ark., Sales Mgr. for the Universal Gum Corporation for Ark., and La., and later located at Rooms 1010-11-12 A. O. U. W. Bldg., Little Rock, Ark.

Slayton, Dr. F. K., LaKemp, Okla.

Slocum, Dr. M. G., McLouth, Kans.

Smith, Capt., E. L., San Francisco, Chicago, Denver, promoter.

Smith, Capt. Earl L., Portland, Ore., promoter.

Squire, M., 1692 Crawford, Cleveland, Ohio, clerical work.

Stewart, J. W., Center Hill Court, Petersburg, Va., real estate operator in Petersburg.

Stiles, E. H., Portland, Ore., switchman, O. R. & W. R. R.

Stout, T. J., 2515 Garfield St., Lincoln, Nebr. Strausbaugh, D., 1451 E. 105, Cleveland, O.

Taber, F. H., Eatonville, Wash., formerly of Tacoma, lumber man.

Tarr, Frank, 745 S. 12th St., Lincoln, Nebr.

Taylor, J. T., 1906 Commerce St., Little Rock, Ark.

Taylor, Dr. M. F., Colby Kans.

Thiebault, F. J., 1326 16th St. Moline, Iowa. Supposed to have gone to Detroit, draftsman.

Thomas, Mrs. R. S., 20 Neron Place, New Orleans, La., husband in the real estate business.

Tharp, V. A., Spokane, Wash. Left Tacoma, supposed to have gone to Spokane, Wash.

Thomas, Mrs. A. M., 325 E. 8th St., Tulsa, Okla.

Thomasson, Miss Ruth, 1622 Caton Ave., New York, N. Y.

Townsend, L. R., St. Joseph, Mo., traveling salesman.

Travis, Chas. F., 1338 15th Ave., Birmingham, Ala., Whitman Floyd Motor Co., supposed to be somewhere in California.

Verbert, J. M., 112 S. 8th St., Tacoma, Wash., printer.

Von Kreuter, Mrs. Lois, New York City.

Walbert, J. R., Wilmington, Del., supposed to be in Greensboro, N. C.

Walter, Anna D., Stenographers League of Mo., Marianna Bldg., 306 N. Grand Ave., St. Louis, Mo.

Ward, Otis A., Quincy, Ill., salesman for the Dodge Bros. Agency and later went to Davenport and the last heard was that he left for Chicago.

Warner, Thomas, Wilmington, Del. supposed to be in Brooklyn, N. Y.

Weaver, Mr. E. J., 3969 Lafayette Ave., St. Louis.

Wees, Mrs. C. A., 1263 Hodiament, now in California. St. Louis, Mo.

Welsh, Mrs. H. F., Seattle, Wash., civil engineer.

Whyet, Mrs. Nelle, 1421 Potomac St., S. E., Washington, D. C.

Wilbanks, Guy, 706 S. I. Tacoma, Wash., clerk.

Williams, Ralph A., Evansville, Ind., laborer.

Wilsey, Jacob, 836 N. 13th St. Lincoln, Nebr.

Wooten, C. J., 414½ N. 19th St., Birmingham, Ala.

Wroughton, Fred, Houston, Texas, laundry route driver, probably in California, Los Angeles.

Yates, Guy W., Chicago, Ill., vocational advisor for La Salle Extension University,

4046 S. Michigan Ave., Chicago, was located in Topeka and Emporia, Kans.

Young, C. F., 4017 Lafayette Ave., Young Mfg. Co., 1311 Pine St.

Young, Justin D., 3215 California St., Omaha, Brokerage House, Omaha, supposed to have gone to Minneapolis, Minn.

Young, Miss Naomi C., Welch Hospital, Welch, W. Va.

Young Mfg. Co., 1311 Pine St. St. Louis.

Netter, Mrs. Peter, Worthington, Minn., formerly Tacoma, Wash.

Newton, Miss Feista, 1826 No. 51 St., Seattle, Wash., formerly Tacoma, Wash.

Branch, Wm. B. Formerly in St. Louis, in Stock & Bond Brokerage business.

Konton, John.

This party in habit of going about the Country operating a Chocolate Shop. Recently in Alliance, Ohio. Understand he shipped his goods to Pekin, Ill. Are anxious locate him.

Hale, F. L. Formerly of 658 Poplar Ave., Memphis, Tenn. A big man in Railway and Steamship Clerk's Union. Belongs to Bluff City Lodge, No. 507, Memphis.

Joyce, Wm. G. Formerly resided 5260 West Adams St., Chicago. Understand he has moved to St. Louis.

Yates, Guy W. Formerly employed as Vocational Advisor of La Salle Extension University, Chicago. Address wanted by members in Newton, Kansas. Understand he passed checks there. If you know his present occupation or address, notify National Office.

Haynes, Allan P., or Edgar A. P. Efficiency Expert Promoter, his scheme is to organize Sick Business, is now in Great Falls, Montana, if interested, get in touch with National Office.

Chamberlin J. A. Address wanted, formerly 628 N. 5th St., Memphis, Tenn., understand gone to Detroit, is a man 45 years old, formerly a Grocery Clerk, understand undesirable credit risk.

Mastin, J. J. Formerly of Pueblo, Colo. understand he forged checks, supposed to have gone to Amarillo, Texas. May be working for some Insurance Co., most likely in Southern States.

Kidwell, J. B. Address wanted, formerly of San Antonio, Texas, last heard of was driving a Dorr Automobile Touring Car No. 15, 60123-51612 in Austin, Texas. May be in Oklahoma in Oil Fields.

Brown, Homer D. Address wanted, formerly 197 Monroe St., Memphis, later 301 Washington Ave., Jonesboro, Ark. He was a stenographer.

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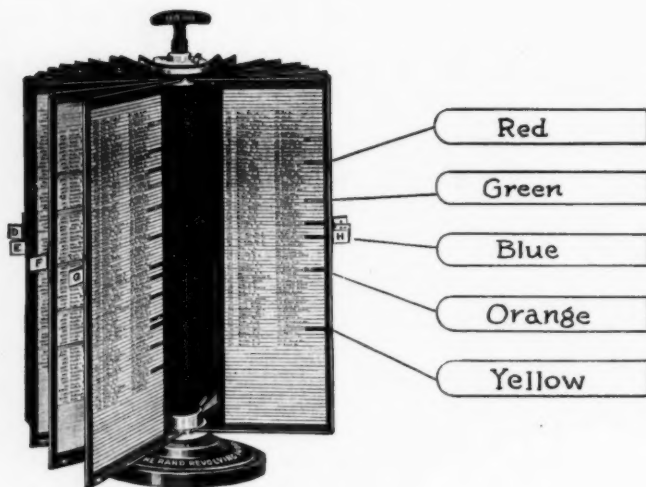


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